

1 THE COMMONWEALTH OF MASSACHUSETTS
2 MASSACHUSETTS GAMING COMMISSION
3 PUBLIC MEETING #181
4

5 CHAIRMAN

6 Stephen P. Crosby
7

8 COMMISSIONERS

9 Gayle Cameron

10 Lloyd Macdonald

11 Bruce W. Stebbins

12 Enrique Zuniga
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21 March 15, 2016 1:00 p.m.- 5:17 p.m.

22 MASHPEE WAMPANOAG COMMUNITY & GOVERNMENT CENTER

23 483 Great Neck Road South

24 Mashpee, Massachusetts

1 P R O C E E D I N G S :

2
3 (WELCOME AND INTRODUCTORY REMARKS BY MASHPEE
4 WAMPANOAG TRIBE
5 CHAIRMAN CEDRIC CROMWELL)
6
7

8 CHAIRMAN CROSBY: Thank you very
9 much, Chairman Cromwell. I am pleased to call
10 to order the 181st meeting of the Massachusetts
11 Gaming Commission. This is a regularly
12 scheduled Gaming Commission meeting. It's
13 being streamed live on the Web. It will be
14 recorded also for all posterity.

15 I particularly want to thank that
16 you all in the Tribe, to Chairman Cromwell, to
17 Vice Chair Jessie Little Doe, to all of you
18 from the Mashpee Wampanoag Tribal Nation for
19 welcoming us to your sovereign land.

20 We have one order of business here
21 today. That is to learn about the Tribe, its
22 history, its culture, its customs. And to get
23 a status report on its plan for a regional
24 casino based on its sovereign rights, vested by

1 the recent virtue of the land in trust
2 designation.

3 The Gaming Commission has two
4 purposes for this order of business today, both
5 of which I want to mention. First, under a
6 compact negotiated between two sovereigns, the
7 Mashpee Wampanoag Tribal Nation and the
8 Commonwealth of Massachusetts, we have a shared
9 regulatory relationship over a tribal casino.

10 The compact gives the Mass. Gaming
11 Commission the responsibility to work with the
12 Tribal Gaming Authority to be sure that our
13 regulatory standards are compatible. No matter
14 what else happens in Region C or Southeastern
15 Massachusetts, this regulatory partnership
16 between two sovereigns will be in place. Thus
17 it's important for the Massachusetts Gaming
18 Commission to know and understand the history,
19 culture and casino plans of the Mashpee.

20 Second, as everyone knows, the Mass.
21 Gaming Commission is in the process of
22 considering a commercial application for
23 Southeastern Massachusetts or Region C. We
24 have said for several years that that decision-

1 making process will have two steps.

2 First, we're in the process of this
3 now, we will have to make a decision on whether
4 or not we have a quality application by the
5 standards that we've established already for
6 destination resort casinos in Massachusetts.
7 If we determine that we do have such a quality
8 application, then we have to make a second
9 decision and that is whether to award that
10 commercial license given all of the other
11 circumstances that attain in Southeastern
12 Massachusetts at the time. And perhaps most
13 important among those is the conditions and
14 status of the tribal casino planned by the
15 Tribe.

16 We are fully cognizant of the fact
17 the Tribe disagrees with our understanding of
18 the gaming law and the compact. But we are
19 deeply appreciative that the Tribe is willing
20 nevertheless to invite us to their tribal land
21 to learn in detail about their casino plans in
22 order that that information can help inform our
23 decision-making on Region C or Southeastern
24 Massachusetts. This is the second purpose of

1 our visit here today.

2 With that I am joined by our four
3 other Commissioners, Commissioner Gayle
4 Cameron, Commissioner Lloyd Macdonald,
5 Commissioner Enrique Zuniga and Commissioner
6 Bruce Stebbins. We are tremendously pleased
7 and flattered to be here on your sovereign
8 territory.

9 And I will pass the baton back to
10 Chairman Cromwell for the rest the
11 presentation.

12 CHAIRMAN CROMWELL: Again, thank
13 you, Chairman Crosby and Mass. Gaming
14 Commission members. My pleasure and my honor
15 to really be able to -- and our Tribe's honor
16 and pleasure to be able to host this historical
17 Mass. Gaming Commission.

18 By the way, we have land into trust.
19 Chairman Crosby that's going to be my trademark
20 statement wherever I go 20 years from now, do
21 you know we have land into trust. People are
22 going to say okay, we got it. We have land
23 into trust. I always open up my comments with
24 that.

1 But I'd like to turn the microphone
2 over to Vice Chair Jessie Little Doe Baird.
3 Welcome Vice Chair. Yes, she's doing an
4 amazing job.

5 VICE CHAIR BAIRD: Before I make
6 some comments, as you know we have our princess
7 here Abigail Peters, and we have Little Miss
8 Daycia Frye. Both of these young women are
9 here because they live and breathe their
10 culture. That's our greatest hope for our
11 children. Whatever we do is for our children
12 and for those who aren't born yet those who we
13 will not see.

14 These young ladies have both
15 prepared statements before I make mine. And
16 I'm so proud of that. And I would like to
17 recognize first Mashpee Wampanoag Princess
18 Abigail Peters to speak then Little Miss Daycia
19 Frye. Abigail.

20 MS. PETERS: Good morning everyone
21 -- Actually, good afternoon. I'm a 16-year-old
22 junior attending Mashpee High School. And I'm
23 the current Mashpee Wampanoag Powwow Princess
24 2015/2016. I'm just going to tell you a little

1 bit about myself.

2 I play varsity lacrosse, basketball
3 and cheerleading at Mashpee High School. I've
4 been on varsity for lacrosse and basketball
5 ever since freshman year. And as of my senior
6 year, my teachers have recommended me for AP
7 and honors classes. So, I plan on going to
8 college at the University of North Carolina to
9 become a registered nurse at Boston Children's
10 Hospital or right here at IHS, Indian Health
11 Services.

12 I believe that the casino is a
13 positive asset for our tribal community, and
14 I'm very excited for our future as a tribal
15 nation. Thank you and I wish good medicine to
16 you all.

17 MS. FRYE: Good afternoon. I'm
18 Daycia Frye, Little Miss Wampanoag 2015/2016.
19 I'm a 14-year-old freshman at Dennis Yarmouth
20 High School where I play volleyball and
21 softball. I attend all honors classes and have
22 made honor roll every term this year. I plan
23 to take marine biology as a major in college as
24 well. I'm very excited to see what our future

1 holds as a tribe. And I wish good medicine to
2 you all. Thank you.

3 VICE CHAIR BAIRD: (Introduction)

4 I just said I'm Jessie Little Doe
5 Baird. I am the vice chairwoman of the Mashpee
6 Wampanoag nation. And I welcome you all not
7 only to the Mashpee Wampanoag nation but to all
8 of Wampanoag territory, the nation.

9 As you may be aware, or maybe not, I
10 am welcoming you here to Mashpee, but really we
11 are just one of an original 69 tribes in one
12 nation. That nation was organized much the
13 same way the United States is organized today
14 in that there were 69 separate smaller
15 governments just like the states in the United
16 States and one large nation.

17 So, while I am a (INAUDIBLE) and
18 mayor leader is a (INAUDIBLE) we have a leader
19 of all of the nation called Massasoit. And
20 people often get confused and say Massasoit was
21 a person, but in fact it was a title.

22 At the time of the first European
23 settlement here, Ousamequin was the Massasoit
24 at the time. He had a dream. He had a dream

1 that we could live together as two people. And
2 he worked toward that. And he was able to
3 craft a peace with the Pilgrims 1620. That
4 lasted until his death.

5 Right after that his son Wamsutta
6 was Massasoit. Wamsutta passed away after
7 approximately a year. Then it was Metacom.
8 Metacom was the next Massasoit who you often
9 hear referred to as King Philip. All of these
10 gentlemen moved throughout this nation of all
11 69 tribes from Cape Ann, which is near
12 Gloucester for those who don't know, sort of
13 southwest to Neetmock territory and all the way
14 down to Narragansett Bay including of course
15 Mashpee and the Cape and the Islands. That's
16 all Wampanoag territory.

17 So, I welcome you here. And I think
18 that the thing that I would like us to keep in
19 mind is that since that time, since King
20 Philip's War and since it ended, we have had
21 two people still been striving to live together
22 and share the same space. And we have
23 successfully done so today.

24 And I would ask the Gaming

1 Commission and those who aren't on the Gaming
2 Commission and my own people that my hope is
3 that we would listen to one another with open
4 minds, keep our hearts open and know that we
5 are doing this for our children. And we
6 understand you act on behalf of your children
7 those that are here and those who are not yet
8 born.

9 So, in that spirit, I say welcome to
10 Mashpee. And if there's anything that we can
11 do to make you more comfortable, we are famous
12 for our hospitality. You just let us know and
13 we will take care of you.

14 Thank you gentlemen and ladies for
15 being with us today. And you are going to see
16 an incredible project, an incredible amount of
17 work coming to culmination in this next 12
18 months. Thank you and welcome.

19 CHAIRMAN CROMWELL: Thank you, Vice
20 Chair Jessie Little Doe Baird, appreciative.
21 And thank you to our tribal princesses, and
22 again I also want to recognize our Chief Silent
23 Drum Vernon Lopez. I'm not sure if the Chief
24 is here, but nevertheless a very important

1 gentleman in our tribe. Our chief of our
2 tribal nation, 95 years young, served in World
3 War II, the Battle of Normandy as many of our
4 tribal members have served in many conflicts
5 all of the way from the Revolutionary War side-
6 by-side with our friends and neighbors right
7 through today's modern day's conflicts.

8 So, we're your friends, your
9 neighbors, your countrymen. Not only are we
10 citizens of Mashpee Wampanoag Tribe, the
11 Commonwealth of Massachusetts and the United
12 States of America. So, those are important
13 symbiotic relationships that I want to point
14 out there. As we are a sovereign nation and we
15 are on trust land today, on our nation's land
16 today, because we have land into trust. You
17 knew I was going to say that, right?

18 Why don't we get the presentation
19 started. Whoever has got the golden finger to
20 get it started, let's get it started. So, as
21 you know, we are the Mashpee Wampanoag Tribe.
22 As a tribal nation as the Vice Chair pointed
23 out -- Let me take a step back for a moment.

24 The longhouse was how the United

1 States government of Congress and houses were
2 formed. Ben Franklin actually sat in the
3 longhouse with tribes, with chiefs, sub-chiefs,
4 clan mothers. Our nation had government. We
5 had prosperity. We were very wealthy in the
6 terms of rich because we had all of the natural
7 resources.

8 He sat in the longhouse to see that
9 structure, as the Vice Chair talked about as to
10 how we did governance and how we ran out
11 districts, if you will, if I could use a
12 common-day term today. They were very
13 fascinated. As you know, President Obama
14 always releases a message every year during
15 Thanksgiving in the spirit of longhouse,
16 Iroquois Nation, we were all one nation at one
17 time before there was various confederacies to
18 talk about the respect and honor around Native
19 Americans as we were the beginning of forming
20 the United States governmental structure.
21 That's the truth.

22 So, when we look at our government
23 structure today as tribal council, our
24 government structure is very strong. I am

1 Cedric Cromwell, as you know, (INAUDIBLE), I'm
2 Cedric Cromwell, the tribal Chairman of the
3 Mashpee Wampanoag Tribe.

4 Also, we have Vice Chair Jessie
5 Little Doe who is Vice Chair of the tribal
6 council. We have Secretary Marie Stone -- Wave
7 your hand. -- who is the secretary and
8 government of our tribal nation. Our treasurer
9 Rob Hendrix please wave your hand. We have
10 Charles Foster council member of the tribal
11 council. We've got Cheryl Frye-Cromwell who is
12 a council member, wave your hand. She was here
13 a moment ago.

14 We also have Winona Pocknett,
15 council member, please wave your hand. We have
16 Edwina Johnson-Graham, Winnie Johnson-Graham.
17 That's Winnie. Hi, Winnie. We also have
18 Councilman Carlton Hendricks. I'm not sure if
19 he is here. We also have Robert Dias, not sure
20 if he is here today.

21 We have Yvonne Avant, Council Woman
22 Yvonne Avant please wave your hand. She's the
23 longest standing councilmember, 20 years plus,
24 25 years, 70 years, I don't know. And she's

1 only 27 years old. Okay, I'll stop there.
2 Started very young, yes, and longest standing
3 councilmember. That's very important to know
4 that.

5 We have Vernon Lopez, as I
6 mentioned, Silent Drum, our tribal chief. And
7 we also heard and met Earl Guy Cash, tribal
8 medicine man. That's our tribal government.
9 And that's how we run our sovereign nation.

10 We also have a branch of our
11 government that was set up for this specific
12 opportunity to manage, to be the owners under
13 the tribal government for our tribal nation to
14 also manage and get any money distributions as
15 well for the tribal operations as well as some
16 magnificent design, development construction
17 documents, working with our world-class
18 partners and developers in the Genting Group as
19 well as our heavyweight champion architect Paul
20 Steelman as well as with our tribal government
21 and tribal community is the Mashpee Wampanoag
22 Tribal Gaming Authority.

23 They have a very important role. I
24 as the Chairman am the President of the gaming

1 authority. Robert Hendricks who you met as our
2 tribal council tribal government treasurer is
3 the treasurer of the gaming authority. Yvonne
4 Avant who you met as our longstanding council
5 woman who started at age seven is also the
6 secretary of the gaming authority.

7 We have Dan Nuey. Dan Nuey, please
8 wave your hand, who is also in law enforcement,
9 a police officer for many years, very
10 established in law enforcement, is also on our
11 gaming authority. And Charles Foster who you
12 met who also is a tribal council member in our
13 government is also on our gaming authority.

14 So, please put your hands together
15 for these folks as they are responsible, very
16 responsible for project -- I said remove
17 project. It is now First Light Destination
18 Resort Casino because it's real, it's really
19 happening. So, project was the code name was
20 we worked to develop it. But we can take the
21 name project away now. It's definitely First
22 Light Resort and Casino.

23 As you see, our lovely tribal
24 princess Abigail Peters standing there next to

1 our tribal flag that was raised on our tribal
2 lands not too long ago. That was a momentous
3 day, historical day to re-raise that flag on
4 sovereign governmental land. Mashpee I just
5 want to point out, the Mashpee Wampanoag Tribe
6 was the first Native American governed Indian
7 town in the United States of America.

8 As we pointed out, we had an amazing
9 Chief Weetamoe, who also ran that part of our
10 tribe in the great city of Taunton back in the
11 day. So, our history, archeological evidence
12 and tradition shows that our tribe has been on
13 these ancestral lands, as Vice Chair has
14 pointed out, Cape Ann, Gloucester,
15 Massachusetts down to southeastern Rhode
16 Island, the Cape and Islands, a big footprint
17 for over 12,000 years. That's very important
18 to know.

19 It's just not words. It's proof.
20 It's reality. It's oral tradition. It's
21 archaeology. It's all the things that are
22 evidentiary towards showing, establishing and
23 proving. And we walk that talk and we speak
24 that talk and we live that life. We still

1 remain. We still live here each and every day.
2 And we are excited about the shared history
3 between the Mashpee Wampanoag Tribe and the
4 city of Taunton.

5 And that's why I said yesterday at
6 the press release that we are family, reunited
7 again because it feels so good. It's great to
8 be at the great city of Taunton with our
9 friends. That's an amazing city. And we are
10 so blessed and honored to be able to do the
11 Project First Light, a billion plus dollar
12 facility in that great city.

13 So, today we are a federally
14 recognized tribe by the United States
15 government. And that happened that roughly
16 2797 tribal citizens in our tribe. And our
17 responsibility as a tribal government today is
18 to provide those necessary government services,
19 like any government would, infrastructure,
20 policy, regulatory structure, laws, governance
21 and necessary resources and really building
22 tribal nation. We talk about education,
23 healthcare.

24 Our elders are very important to us.

1 Put your hands together for our tribal elders.
2 And they've got so much history because their
3 parents had so much history. And when we talk
4 about families amongst the Tribe, many families
5 took part in governance and leadership, as our
6 Vice Chair pointed out, around our tradition in
7 government and leadership for many years
8 throughout our tribal nation.

9 We're very expansive as you look at
10 our amazing footprint and how many tribes are
11 within our tribal nation. That's just amazing.

12 So, our goal today is economic self-
13 determination. Gone is the era of
14 extermination of Indian people. Today is the
15 day, today is the new day. Today is the bright
16 day. Today is the honorable day of self-
17 determination for the Mashpee Wampanoag people.

18 It is so important because I just
19 don't to speak these words. These are our
20 ancestors speaking through us. These are our
21 ancestors speaking through this tribal council,
22 through this gaming authority, through mother
23 earth that we stand on as we believe and know
24 that we are stewards of this land.

1 This is a lot of energy. And I'm
2 sure everybody feels the excitement and energy
3 in this room, because guess what, there are
4 many that we can't see. And I have goosebumps
5 right now as I say this. There are many that
6 we can't see right now that are standing right
7 here in this room with us.

8 Our ancestors, whether your tribal
9 or not, our ancestors are here today saying
10 wow, look at people, a common factor, people
11 coming together for a common goal to do common
12 good. Isn't that right? That is so important.
13 I feel that because I can feel that energy.
14 That's the spirit and the essence of who we are
15 as Mashpee Wampanoag people.

16 We do this for our culture. We do
17 this for our history. We do this for our
18 ancestors and that continues. That lineage
19 continues. And you can feel it in your heart
20 and soul.

21 Gaming is envisioned as economic
22 development for our Tribe and there's no doubt
23 about it. It's true for federally recognized
24 tribes. IGRA, the Indian Gaming Regulatory Act

1 that was established for tribes that is very
2 important. In Massachusetts, this will be the
3 first opportunity not only for the
4 Massachusetts Gaming Commission but also as we
5 work with the Legislature in the spirit and
6 intent of the law section 91E of the Expanded
7 Gaming Law of the Commonwealth was that it was
8 the first, the first ever of its kind
9 commercial gaming law, gaming bill in the
10 United States of America to honor, respect and
11 realize the rights of Native American tribes
12 under the Indian Gaming Regulatory Act, and
13 that's the Mashpee Wampanoag Tribe.

14 As we began to move through our land
15 into trust processes, as we gained our land
16 into trust -- We have land into trust, by the
17 way. -- as we continue to move forward to
18 cement our sovereign nation with our strong
19 legal team, Arlinda Locklear who is sitting
20 over there waving her hand, Rebekah Salguero
21 where are you Rebekah? Rebekah is somewhere.
22 I can hear her voice. There she is. Our
23 strong legal team and Judy Shapiro who is a
24 part of it and many others. We have Kent

1 Ritchie who is our gaming lawyer. We have
2 Steve Burr that's on the gaming authority as
3 well.

4 And Howard Cooper who is our
5 litigator, also sent a very cogent and coherent
6 letter to the Massachusetts Gaming Commission
7 on record to really talk about the essence of
8 §91E of the Expanded Gaming Act, to rally talk
9 about what's right and what's important and
10 what's possible around the law that we have
11 encountered and imparted and move forward, I
12 should say, as partners with the Commonwealth
13 under that law through a tribal state compact
14 that our Vice Chair Jessie Baird worked on.
15 Vice Chair Aaron Tobey started it, began with
16 it. Then our current Vice Chair, she took it
17 away and made it happen. So, we are pretty
18 excited about that.

19 The city of Taunton, what more can I
20 say, amazing city. When we talk about building
21 a first-class, best in class, world-class
22 destination resort casino in the city of
23 Taunton, spending a billion plus dollars there.
24 When you see these designs that are not only

1 pretty pictures but are real hard work,
2 millions of dollars, the essence of building
3 the greatest opportunity for our Tribe, the
4 most amazing current day status of opportunity
5 for the city of Taunton, and certainly is a
6 necessary benefit for the Commonwealth of
7 Massachusetts, i.e. Southeastern Massachusetts.
8 We're really excited about it.

9 So, we have a comprehensive family
10 concept. As you see, the Tribe, and as you met
11 the Tribe today, and as we talk about
12 leadership and our ancestors, it's a family
13 affair. I keep touching on these amazing songs
14 out there, We are Family, It's a Family Affair,
15 all these different songs, but it's music.
16 Yes, we are working in concert, working in
17 concert in a very collaborative, cooperative
18 fashion together as a team.

19 It's a great centralized location
20 for the community partnership and the city of
21 Taunton. When you think about it, you have
22 Providence, Rhode Island right there. You have
23 the Cape and Islands in that jewel of the world
24 right there. We also are 30 minutes from the

1 city of Boston with an amazing comprehensive
2 group of people there that game. It's pretty
3 exciting.

4 Can you hear me now? Is that
5 better? I was getting really relaxed, the mood
6 lighting and I felt like I was on a late-night
7 radio show talking you through this amazing
8 situation.

9 As I pointed out, it's a family
10 concept. It's very comprehensive. The city of
11 Taunton, great location, great infrastructure,
12 great highways, Route 140, Route 24, the road
13 to success leads to First Light Resort Casino
14 in the city of Taunton.

15 The location, what more can I say?
16 And then when you talk about the leadership in
17 the city, the city council, the great people.
18 When we had that referendum that day I talked
19 about it. Our tribal members and the people in
20 the city of Taunton united as family and
21 resurrected history and relationships and
22 family and walked through the streets and went
23 through the districts and really got out the
24 vote.

1 But prior to that really working
2 together for Taunton team. That was such an
3 important team to bring out the essence of
4 Taunton, bring out the greatness of Taunton,
5 bring out the people of Taunton and say listen,
6 we can do this together. It's really exciting.

7 As we walked through this journey in
8 2007 our tribe was federally recognized,
9 reaffirmed. We always knew and understood who
10 we are through our oral traditions, historic
11 traditions and always remained here and always
12 continued our culture and who we are as the
13 Mashpee Wampanoag people.

14 And then certainly there's various
15 other milestones that were very important. I
16 want to mention that 63 percent approval of the
17 referendum, 63 percent approval of the
18 referendum in the city of Taunton. There's
19 council woman Cheryl Frye-Cromwell that I
20 announced early. She's back. I just want to
21 make sure you see who she is.

22 That 63 percent approval was so
23 important. What did that mean? That's bigger
24 than most presidential approvals, right --

1 probably bigger than the current presidential
2 approval, but not to get into politics. That
3 was big.

4 What that said was this that the
5 city of Taunton, the people believed in the
6 Tribe. We believed in the city of Taunton. We
7 were able to sit down in households with
8 families and talk about family things and talk
9 about the essence of helping to build the city
10 of Taunton. The city of Taunton was always the
11 silver city. It was a great city. We knew
12 during the industrial time it was amazing. We
13 know that during that industrial time it began
14 to fade away.

15 But today, it's a new time and a new
16 day, an important day for the city of Taunton
17 and the Tribe. So, that 63 percent approval of
18 that referendum really talks about a great
19 collaborative and cooperative experience
20 between the Tribe and the city of Taunton. We
21 are so excited about that happening in 2012.

22 And our IGA, the intergovernmental
23 agreement in May 2012 was so important. We sat
24 down, we sat down at the table not as sides,

1 but saying you know what, it makes sense that
2 we are coming together. How do we build a
3 comprehensive intergovernmental agreement that
4 makes sense not only for the city of Taunton
5 but for the city and Tribe. We're bringing a
6 magnificent, first-class, best in class, world-
7 class destination resort casino there.

8 So, there's infrastructure concerns.
9 There's mitigation concerns. There's community
10 concerns in the city of Taunton. The city of
11 Taunton councilors, Mayor Hoye, City Solicitor
12 Jason Buffington, the planners and everybody,
13 there's opportunities/challenges.

14 I like to call them opportunities
15 because we've worked at those opportunities
16 with the intergovernmental agreement. And we
17 also talked about we work as a sovereign
18 nation, two sovereigns, the city and the Tribe.
19 How do we make this happen on sovereign land so
20 that we have the best experience?

21 How do we live in it, in the
22 experience? We talk about doing things but
23 it's about the experience. How do we stay and
24 live in that experience.

1 And also, there are more items up on
2 that screen that Dominic took away that I
3 wanted to speak to, but that's okay. Oh,
4 they're back. Obviously, our ROD, our record
5 of decision September 18, I will never forget
6 that day. September 18, 2015 our Tribe
7 received our record of decision from the
8 federal government, the Bureau of Indian
9 Affairs under the Department of Interior under
10 the Assistant Secretary of BIA at that time,
11 Kevin Washburn. It was a magnificent day for
12 our Tribe.

13 It proved that the hard work that we
14 put in, again I mentioned Arlinda Locklear,
15 Rebekah Salguero and Judy Shapiro along with
16 the team and many others, Ramona Peters our
17 historian, Jessie Little Doe Baird and many
18 others elders that contributed to this to help
19 this record of decision become a very strong
20 and important historical record of decision.

21 You know what, we as a team, we as a
22 Tribe and all of our consultants as well as the
23 city of Taunton and the Genting Group is
24 putting up millions and millions and millions

1 and millions and millions -- Should I stop
2 there? -- millions of dollars to fund the
3 Tribe. Never, ever stopped believing in the
4 goal, doing the impossible which some believe
5 or the obstacles that the news likes to say,
6 but it's a process, an opportunity.

7 We never stopped believing in us.
8 We always believed that we would make this
9 happen, First Light Resort Destination Resort
10 and Casino in the great city of Taunton. That
11 ROD represented a lot of hard work. Dominic,
12 please keep it on that slide. Please go back
13 to the slide, very important.

14 This is history right there. It's
15 not only Mashpee Wampanoag history. It's not
16 only the city of Taunton history, it's the
17 Commonwealth of Massachusetts history. And it
18 is American history.

19 It's true. It's there. It's in
20 print. It's in black and white and it's real.
21 So, I just like to look at this. And
22 Massachusetts again on the 2013 November we had
23 the tribal state compact. That agreement, that
24 contract that was voted on by the House of

1 Representatives under Bob DeLeo, Therese Murray
2 at that time was the Senate President.
3 Obviously, Stan Rosenberg is the Senate
4 president now. He was pro temp at that time
5 whose stand took a very important stance in the
6 entire process of saying we need to respect and
7 honor the tribal rights.

8 You see the Legislature believed
9 that the Tribe would have land into trust
10 because we spent a lot of time whether it was
11 the seal or the crest of Massachusetts or the
12 word Massachusetts being a native name itself
13 in really teaching the history.

14 We don't know what we don't know.
15 We go through life every day and we say gee, we
16 live here and we do this and we do that.
17 History is written by the victor. The Mashpee
18 Wampanoag Tribe is victorious now. We're
19 writing our history and telling our history.

20 So, when we sat down with the
21 Legislature to talk about the history, they
22 were in amazement. They weren't taught any of
23 this American history in the history books
24 because again, history is written by the

1 victor. The Tribe has a voice. We have strong
2 tribal government. We have strong history. We
3 are very educated. And we are able today to
4 speak our minds around what the truth and the
5 reality of is with the history of the
6 Commonwealth of Massachusetts and how important
7 the Mashpee Wampanoag nation is to the history
8 of Massachusetts, but also to American history,
9 to this continent, to this history.

10 So, people were in awe. Wow,
11 Chairman. That's incredible. And some didn't
12 believe because they hadn't heard the story.
13 You can't blame them. But many went back as
14 smart intelligent Legislatures did and did
15 their own research, and started collaborating
16 with our Tribe and saying oh, my God. I'm so
17 sorry what has happened to your people.

18 Yes, we are the hometown crowd.
19 Yes, we are your friends. Yes, we are your
20 neighbors. Yes, we are the original people on
21 this land. Yes, we've always been here. But
22 through the strength of education, through the
23 strength of our ancestors, through the strength
24 of always believing, through the strength that

1 the almighty creator has given us to be able to
2 reflect upon our ancestors and live through our
3 spirit as the blood flows through us, as we
4 stand on this very important land, we're able
5 to communicate with our friends at the
6 Legislature.

7 Because when you talk about enemies,
8 enemies are adverse. Enemies are people that
9 are filled with hate, bad medicine. They're
10 folks that really are blinded by something that
11 is not important to the good fabric of the good
12 people of moving a good society in a good way
13 forward.

14 We are talking about good people at
15 the Legislature. We're talking about good
16 people at the Tribe. We are talking about good
17 people coming together and saying you know
18 what, we get it now. Thank you for the
19 education. Thank you Chairman. Thank you team
20 for really taking the time and sitting with us.

21 And I'll tell you, it was a long
22 arduous process. We were up at that statehouse
23 night and day because we are constituents of
24 the Commonwealth of Massachusetts speaking to

1 our legislators as a sovereign nation, talking
2 about what's important and why it's important
3 to respect and honor the rights.

4 Senator Dan Wolf of the Cape and
5 Islands who is staunchly against gaming said
6 you know what, I support this § 91E amendment.
7 I support it. You know why, because I'm on the
8 Cape and Islands. I've been around the Tribe.
9 I know the Tribe.

10 They are my neighbors. I don't
11 understand why my friends in the Legislature
12 don't understand it, but we've got to, we must
13 put § 91E. We must respect and honor the
14 rights of the tribe, because if we don't this
15 Tribe is going to have land into trust. This
16 Tribe is going to have a gaming facility, a
17 resort destination casino. As a matter of
18 fact, they are going to have First Light Resort
19 and Casino.

20 Who knew what it was going to be
21 named then, but we know what it is now. Guess
22 what, if we don't honor and respect them, when
23 we launch this gaming bill and when it gets
24 passed and signed off by the governor, and we

1 don't include the Tribe, and when the Tribe has
2 land into trust, guess what, the Tribe has the
3 legal, federal right under the Indian Gaming
4 Regulatory Act to do whatever gaming is allowed
5 in a legal way within the Commonwealth of
6 Massachusetts.

7 And guess what, the Commonwealth
8 gets zero. The Commonwealth gets zero. The
9 city of Taunton benefits very well. Those are
10 our friends. Those are our partners. We're
11 family. The city of Taunton benefits very well
12 on infrastructure upgrades, infrastructure
13 goals that have been so important to the
14 greater city of Taunton for such a long time.

15 We produced the city of Taunton with
16 a million dollar check in good faith a while
17 back. I can't remember. But I remember that
18 giant check like you see on the lotto shows to
19 show how we're bringing ourselves together as a
20 team and family to support the needs and goals
21 just as we need our needs and goals supported.
22 So, it becomes a strong symbiotic relationship.

23 But that compact in 2013 that the
24 Vice Chair Little Doe worked on, that compact

1 that got completed during that time was so
2 important because then that was the legal
3 contract again between the Commonwealth of
4 Massachusetts and the Mashpee Wampanoag Tribe.
5 Again, that compact was a historical contract
6 between the Mashpee Wampanoag Tribe and the
7 Commonwealth of Massachusetts to say you know
8 what, we get it. We understand it. We've got
9 to make sure that we work together.

10 So, it just wasn't a piece of paper.
11 It just wasn't a fabrication in our minds of
12 goals, wants, needs, ideas and thoughts. It
13 was real hard work, real blood, sweat and tears
14 that went into that. Guess what, it happened.
15 It happened. It happened. That's history.
16 Put your hands together for that important
17 history that brought us all together.

18 So, again, when you look at these
19 accomplishments, we as a team, everybody that I
20 talked about and pointed out, we as a team were
21 very excited because we as a team ate, drank
22 and slept this. We didn't sleep for many
23 years. We didn't sleep for many days. I'm
24 serious. We were up around the clock, working,

1 working, working in Washington, DC on a regular
2 basis.

3 We got this done in roughly three
4 and a half years. That's record time. That's
5 record time. And everyone said you know the
6 Tribe would never have this obstacles,
7 obstacles. And our goal with our communication
8 was to help educate. They're not called
9 obstacles. They're called process and
10 procedure.

11 They're called federal rights that
12 we have as a tribe to move through. You see,
13 ignorance is bliss. When you don't understand
14 something, the media runs and calls them
15 obstacles and hurdles and all those things.

16 We weren't distracted by reading the
17 fabrication in the media that did not reflect
18 the truth of the reality. We were very
19 concerned that as we have that compact and we
20 move together with the Commonwealth of
21 Massachusetts and as the Legislature was
22 excited about it and as the Tribe was excited
23 about it, as Governor Deval Patrick was excited
24 about it that we got land into trust. That we

1 got our land completely sown up, done,
2 sovereign nation land.

3 So, that the § 91E of the Expanded
4 Gaming Act said that once a tribe has land into
5 trust determined by a court of competent
6 jurisdiction -- I'm paraphrasing this. -- which
7 is the Bureau of Indian Affairs that Region C
8 belongs to the Tribe. Region C belongs to the
9 Tribe for First Light Resort Casino.

10 That law didn't contemplate
11 thunderstorms, tornadoes, world disasters,
12 potential lawsuits. I'm being a little funny
13 here and a little facetious, but what I'm being
14 exact about is the law. That the Attorney
15 General stood by that the Legislature stood by
16 that there is no misinterpretation of it. The
17 law reads clear in black and white.

18 And Howard Cooper's very concise
19 cogent letter to the Mass. Gaming Commission on
20 record points that out. We don't want to get
21 into breach of the compact because by virtue of
22 the Mass. Gaming Commission even entertaining
23 any commercial license before the record of
24 decision is a breach in the tribal state

1 compact. Because again, it says once a tribe
2 has land in trust that's it.

3 The reverse side of that is if the
4 Tribe didn't have land into trust, again,
5 determined by a court of competent
6 jurisdiction, which is the Bureau of Indian
7 Affairs, then the Mass. Gaming Commission can
8 move forward because there is an expanded
9 gaming law. And they do have a job to ensure
10 that the expanded gaming law benefits are
11 received and implemented in Region C.

12 So, I respect their job. Both
13 Chairman Crosby and I both have a lot of
14 respect for the work we both have to do.
15 Certainly, a very arduous and lengthy and
16 important law and work, but we know what the
17 law is. Today guess what, you heard me say it,
18 we've got land into trust.

19 We are 100 percent design
20 development. We are 100 percent construction
21 documents. We are funded by the Genting Group.
22 We have a world-class developer. We have the
23 best architect in the world, Steelman Partners.
24 You see beautiful pictures. Everything is

1 done. We are going to break ground next month
2 during the month of April.

3 We've got packages already out on
4 the street from our CM/CG contract manager,
5 general contract team, the joint venture
6 between Dimeo, Penta and Talako construction
7 group for the site work to begin. This is
8 real. We're spending money. We're making this
9 happen. We are following the law.

10 What's important here is this, if
11 the Mass. Gaming Commission goes ahead and
12 honors a license, for another commercial venue,
13 for a fourth casino -- We're not the fourth.
14 We're already factored into the law. The law
15 is the law. The law didn't say MGE or whoever
16 you might be as a commercial gaming entity,
17 you're factored into the law. No, we're
18 written into the law. It's real.

19 Neil Bluhm and team they're going to
20 lie to you and say we're not funded. Yet the
21 number one gaming company in the world that
22 dwarfs Neil Bluhm, well-established, the
23 Genting Group, the biggest, most powerful, the
24 strongest. We are funded. We are moving

1 forward.

2 So, the lies that others have been
3 communicating like Neil Bluhm, and so egregious
4 to even launch and fund a lawsuit against the
5 Tribe when he's going for a commercial license,
6 how immoral. How sad that this has become.
7 That someone like this would do such an
8 egregious act, stand on the competency of what
9 he has and what he has is something that can't
10 even stand up to our First Light Resort
11 Destination Casino, can't even stand it. Can't
12 even compete with it.

13 But nonetheless, the law says that
14 the Mass. Gaming Commission shouldn't even be
15 talking to him. Especially now, the Mass.
16 Gaming Commission has gotten themselves in a
17 pickle, because again I point out the AG has to
18 support their client which is the Commonwealth
19 of Massachusetts, the tribal state compact, §
20 91E of the law.

21 Why even go down that road of
22 launching a lawsuit against yourself to lose
23 because the AG has to stand up for their
24 client, which is the Commonwealth. And we've

1 established those very important milestones.

2 In fact, we are constituents in the
3 Commonwealth of Massachusetts as well.

4 We've done all of the necessary
5 federal work. We've got the necessary
6 compliance, if you will, called regulatory and
7 law in place on the books. So, if that license
8 is awarded to MGE in Brockton, the Mass. Gaming
9 Commission has single-handedly, and I mean this
10 because I respect all of you. I like all of
11 you. This isn't anything meant, but this is
12 real. You will have single-handedly destroyed
13 the whole gaming landscape of the Commonwealth
14 of Massachusetts.

15 We pay zero at that point. We pay
16 zero to the Commonwealth. The city of Taunton
17 and the Tribe benefit. Nobody compete with us.
18 You heard Steve Wynn. I want what the Tribe
19 has. Well, sorry Steve, you're not a Native
20 American tribe. You don't have the Indian
21 Gaming Regulatory Act on your side. You don't
22 have the Department of Interior. You don't
23 have the United States government on your side
24 that has established this very important law

1 to federally recognized tribes.

2 So, I'm here to say to my friends at
3 the Mass. Gaming Commission, it is very
4 important for you as you may have a separate
5 interpretation, and I'm very sorry that
6 somebody led you down this route with very bad
7 legal advice, because when you see what the
8 Attorney General will be standing strong to
9 support if you guys continue to breach the
10 compact, they're going to have to stand up for
11 their client, which is the Commonwealth of
12 Massachusetts. And there's a compact there.
13 There's § 91E of the Expanded Gaming Law, which
14 you are violating by even entertaining any
15 commercial licenses.

16 We're moving forward. We're excited
17 about it. We know that we're going to have a
18 very long-standing relationship with you
19 because we have our gaming commission and
20 there's a primary license in working with the
21 National Indian Gaming Commission and we'll be
22 working with you.

23 Obviously, your experience within
24 the compact for our project First Light,

1 obviously as you look today is a review
2 process, not an approval process. It's review.
3 We honor and respect that relationship to be
4 able to give you an exemplary, important,
5 outstanding, amazing, Zena if you will, the
6 pinnacle of what's going to happen in the
7 Commonwealth of Massachusetts with First Light
8 Resort and Casino.

9 So, we are here today to give you
10 that review. And also we're here today to show
11 you how important it is that we're ready to
12 move forward. Many media friends that are in
13 this room, we're friends. We know each other.

14 Unfortunately, I think they didn't
15 know what they didn't know. And even though
16 ignorance is bliss they didn't take the extra
17 step to report on the facts of the law, the
18 facts of the Tribe to really help you
19 understand the importance of why our
20 relationship is important, to understand why we
21 are factored into the law § 91E.

22 I'm sure you all have read it. And
23 the fact that you don't want to create a fourth
24 casino in offering MGE that license which is

1 illegal. Then we are going to have problems at
2 that point. We'll deal with them through
3 whatever process that we deal with. Again, you
4 will have single-handedly destroyed the gaming
5 landscape of the Commonwealth of Massachusetts.

6 In fact, we will pay zero. How does
7 any facility compete with that at that point?
8 Gamers know, resort people know, I'm going to
9 comp. you. You're going to get hotel rooms,
10 food, the best experience. They're going to be
11 gaming. They're going to be spending their
12 money with us. Who can compete with that?

13 Steve Wynn's \$1.7 billion going into
14 the ground, you will have effectively destroyed
15 that because it's a value destructor from an
16 economic development term of rate of return of
17 money when you're trying to compete against a
18 tribe that's paying zero.

19 You look at Western Massachusetts,
20 they're going to be struggling because the two
21 tribes in Connecticut are going to be building
22 a casino right on their facilities. So,
23 they're going to suck them dry because they're
24 already established in gaming. They already

1 have a database built. They already know their
2 clientele.

3 And then we're going to be paying
4 zero. So, then your \$2.1 billion that you
5 would have made from the Tribe goes up in
6 smoke, gone, because of the zero dollars that
7 we will pay to the Commonwealth if in fact you
8 continue to move forward with Mass Gaming and
9 Entertainment, Neil Bluhm who has egregiously
10 funded an anti-tribal hate group to go against
11 our record of decision with the United States
12 of America.

13 As our attorneys have said, we will
14 with fierce ambition launch a campaign to
15 ensure that the United States government as a
16 partner with the Tribe win. And we will ensure
17 that we win. And we will continue to move
18 forward. But that lawsuit does not say that we
19 have to stop. That lawsuit does not say that
20 we can't move forward, cause we're moving
21 forward.

22 So, I hope you appreciate my
23 introduction today. I had a lot to say. And
24 I'm so glad that we're able to host this

1 meeting, Chairman Crosby. You guys have been
2 doing a great job except for talking to MGE and
3 anybody else in Region C.

4 But we are here to move onto Kevin
5 Jones. I want you to put your hands together
6 for Kevin Jones. He is the President of
7 Genting Massachusetts. And he is our
8 development partner and funder and manager who
9 is going to be working closely with us on our
10 First Light Resort Casino. Thank you, Kevin
11 Jones.

12 MR. JONES: First and foremost, I
13 have to thank the Mashpee Wampanoag Tribe for
14 having us here today on their sovereign land
15 for this momentous occasion. So, I thank you
16 all of the Tribe membership. I thank the
17 government that is so well represented by the
18 folks that you see here.

19 Here we have once again the tribal
20 council, we have the gaming authority, we have
21 a whole host of consultants that have been
22 working on this project. You also have the
23 tribe's gaming commission.

24 That's the important thing in a

1 tribal context. They have their own robust
2 gaming commission who serves as the primary
3 regulator, which is going to be working in a
4 very cooperative relationship with the
5 Massachusetts Gaming Commission. That is why
6 we also on behalf of Genting, thank the
7 Massachusetts Gaming Commission for being here
8 today and joining us once again for this
9 momentous occasion.

10 I'll also take a moment to recognize
11 the mayor of Taunton, Mayor Tom Hoyer, also
12 joined by Jason Buffington from the city of
13 Taunton. And then you heard once again some of
14 the city's council people who are here today as
15 well.

16 My name is Kevin Jones, once again,
17 President of Resorts World Massachusetts. I am
18 going to briefly go over just the background of
19 the world-class development team that this
20 project has brought to bear and is associated
21 with.

22 Before I do that I just have to
23 underscore the fact that this is the Tribe's
24 project. We are honored to be a part of it, to

1 support it, to bring our resources to bear on
2 it. But make no mistake about this that this
3 is the project of the Mashpee Wampanoag Tribe.
4 This is their legacy project.

5 People ask what is it that the
6 Tribe's been doing? There's a lot of questions
7 about what this project entails. What is that
8 Genting knows, because there have been a host
9 of accusations and speculation about what it is
10 the Tribe's been doing.

11 You heard the Chairman speak
12 directly to it and said that you have an
13 investment, hundreds of millions of dollars
14 have already gone into this project. People
15 have been working around the clock.

16 Why is it that you haven't heard
17 about it yet? All in due course. All proper
18 timing. We wanted to make sure that when we
19 unveiled this with the approval of the Mashpee
20 Wampanoag people that it was ready to go. That
21 it was a turnkey development that was 100
22 percent design.

23 So, what you hear today, the
24 Chairman has already said that these are not

1 pretty pictures. I can't underscore that
2 enough. This is a 100 percent design turnkey
3 development. That's what this team is behind
4 here. In the last 18 months alone, over \$20
5 million has been invested for this day. That's
6 why we're getting ready to break ground on a
7 development that's ready.

8 What is it that Genting knows? Why
9 is it that Genting is involved in this? It all
10 started with a partnership. It all started
11 with the clear belief and understanding that we
12 can have a best in class development.

13 Genting is unique in the sense that
14 we are one of the few gaming companies that
15 builds, finances, and operates facilities
16 across the globe. Very few gaming companies do
17 that. That gives us insight. This is not our
18 first foray into the Americas. Our investments
19 into the Americas started well over three
20 decades ago.

21 We were there when Seneca, New York
22 got started and started full-scale gaming in
23 the state of New York. We were there financing
24 and supporting Foxwoods and Mohegan Sun. We

1 know this region. We know this industry. And
2 we do it across the globe. And may I say, I
3 think we do it probably the best across the
4 globe.

5 So, what goes into a best in class
6 destination? What is it that we know? Four
7 things, you've got to have the best foundation.
8 You've got to have the best plan. You've got
9 to have the best team. And you've got to have
10 the best chance for success.

11 The best foundation is about the
12 partnerships. That's part of what makes this
13 project unique. It's part of what makes it
14 stand out not only among Native American
15 casinos but amongst casino developments in the
16 entire United States. This project has a
17 strong partnership with the city of Taunton.
18 That's why the Mayor is here. This project has
19 the support of the city council in Taunton.

20 This project has a state compact
21 that is already in place. All of those
22 features lay the foundation. And most
23 importantly, this project is built on the
24 foundation of 2000 years plus of history of the

1 Mashpee Wampanoag Tribe.

2 This is a project that we are proud
3 to be a part of. That's the foundation.

4 The best plan, you've got to have
5 the best location, and you've got to have the
6 best design. Amongst developments of this
7 kind, Native American casinos, this location is
8 probably the best. On top of that we brought
9 in and we've spent those last, like I said, 18
10 months working with the world renowned
11 architectural team of Steelman Partners so that
12 we can have the best plan.

13 So, you've got the best foundation
14 with the partnerships. You've got the best
15 plan with the design.

16 Then you also have the best team.
17 I'll round out and I'll talk about that team.
18 But once again that's where the tens of
19 millions of dollars on just the team aspect
20 have gone.

21 Then lastly, the best chance for
22 success. What does Genting know? Genting
23 being able to spread our wings across all of
24 these areas of development, operations and just

1 continued expansion, one of the things that we
2 know is that this particular project alone in
3 this region stands to benefit the Commonwealth
4 the most.

5 It would be a direct loss to the
6 Commonwealth of at least \$28 million per year
7 to entertain more than one facility in this
8 region. And that's not just Genting talking.
9 That is an independent report that we
10 commissioned with Spectrum, which we would be
11 happy to share with the Commission.

12 So, all of those elements going into
13 and underscoring the best in class development
14 that we believe in and that we've seen over the
15 last year, over the last five years, makes us
16 very confident and comfortable that this
17 particular project is the best for the
18 Commonwealth alone in Region C.

19 So, we went through real fast the
20 slides. I'll go back through just the Genting
21 team. And I'm going to go through them
22 quickly, because people ask who is Genting.

23 Well, Genting right now has a
24 development in New York City. -- And I'll use

1 that to start off with -- that does over \$800
2 million in annual gross gaming revenue. It is
3 the most successful video lottery terminal
4 facility on the planet.

5 Altogether Genting has two of the
6 top performing integrated resort facilities
7 once again, not locally, not in the region, but
8 on the planet. That all started with Resorts
9 World Genting in the Highlands. We're
10 celebrating a 50-year anniversary.

11 This opening in 1971 continues to
12 be, I think, it's the third or fourth best
13 performing integrated resort facility on the
14 planet. It has a 10,000-room hotel which today
15 remains the largest hotel on the planet. You
16 can check the Guinness Book of World Records on
17 that.

18 Resorts World Sentosa, the amazing
19 thing about Resorts World Sentosa that I love,
20 and if you ever get a chance to visit it, take
21 a look on the wall at the initial renderings
22 when we went for licensing. The drawing that
23 was done of that facility is the spitting image
24 of what we developed. That's in Singapore.

1 What is this, this is the second most
2 successful casino and integrated resort where,
3 on the planet with millions of visitors a year.

4 Manila, I reference this because you
5 see all of these Asian casinos that do so well
6 that make astronomical money. The point about
7 those is that we compete across the globe. In
8 Asia, there are 31 other facilities that we
9 compete with regionally. And we outperform
10 every single one of them. The same way that we
11 believe this particular project will outperform
12 any of its peers.

13 In the UK, over 40 facilities. We
14 mention the UK because when you combine that
15 with Singapore, what that means is we are also
16 doing gaming in some of the most robust and
17 detailed licensing jurisdictions, where again,
18 on the planet. In some of these jurisdictions,
19 we have to renew our licensing every 90 days.
20 This is something we know.

21 New York City, you've heard about
22 it. Our global reach, the Genting Group does
23 more than just gaming and hotels. The Genting
24 Group implements vision.

1 In 2001 when the Genting Group
2 invested in the Norwegian Cruise Lines and
3 became the 100 percent owner of Norwegian
4 Cruise Lines, we reinvented the way cruising
5 was done. Within 10 years, vaulted Norwegian
6 Cruise to become the number one cruise line in
7 the United States. Today, we are taking and
8 expanding the most luxurious only six-star
9 cruise line in the world to become even bigger.
10 We're expanding it into aviation, into yachts,
11 into river cruises, into anything that you can
12 almost imagine.

13 That covers the span of all types of
14 service levels and leisure activities that you
15 can imagine that we bring to bear on this
16 project, on the Tribe's project on their
17 behalf.

18 So, rounding out, who is this
19 partner that the Tribe has? It's a publicly
20 traded company on three different stock
21 exchanges. It's a company that's capitalized
22 in over \$30 billion. What is the financial
23 strength of Genting, I invite you to go onto
24 the Internet and see our annual financial

1 report. Go to www.genting.com. See it for
2 yourself.

3 We bring all of those resources to
4 bear. Together with our experience, employing
5 over 50,000 people globally, and a database of
6 over six million people. Those are over six
7 million people from day one understand the
8 Genting Group, understand our products and will
9 know and be well-versed with and hopefully be
10 frequent visitors of this particular project.

11 That's just our role in this.
12 Before I even move onto Steelman, I also want
13 to take some air out of the room because we
14 were asked a couple questions with you here
15 today. Simple questions, is this project real?
16 It's as real as the day is long. What you are
17 seeing here is what you will not see in any
18 other presentations, a 100 percent complete
19 design.

20 Someone had asked Paul are those
21 pictures over there, are those other facilities
22 that you've done? That's all this facility.
23 Everything from the flooring to the lights to
24 the specs on the chair, 100 percent complete

1 turnkey ready. That's what's been going on
2 behind the scenes. That's what the
3 groundbreaking is about. First question, is it
4 real, yes.

5 Second question, who is going to
6 operate it? The Genting Group has the distinct
7 honor and privilege to be able to operate it on
8 behalf of the Mashpee Wampanoag Tribe. And to
9 help develop through their tribal ordinance,
10 which is the tribal employment rights, to build
11 up the capacity of this Tribe to be able to not
12 just partake in the benefits of it but to bring
13 up more leadership, the leaders that you see at
14 this table to manage and to operate.

15 Our role here is to work ourselves
16 out of a job on behalf of the Tribe, to make
17 this the strongest most sustainable facility of
18 its kind in the nation.

19 The last question is how is it
20 financed. Take the air out of the room. We
21 put this together so that we can open the doors
22 on a fast-track basis in 2017. And Genting is
23 providing its 100 percent support to ensure
24 that it's fully financed. So, is it real, yes.

1 Who is going to operate it, Genting on behalf
2 of the Tribe. Is it fully financed, yes.

3 So, our team, the Tribe's team each
4 of these deserves its own press release. But
5 I'm going to run through it not doing due
6 justice to them all. You have RGB Architects
7 as the owners representative, Howard/Stein-
8 Hudson Associates doing traffic, Epsilon
9 Associates doing environmental studies, Dimeo
10 Construction Company doing preconstruction
11 services together with Penta and the Talako
12 Construction Group. You have Fay, Spofford and
13 Thorndike doing civil engineering, Kimley-Horn
14 also doing civil engineering, AKRF doing socio-
15 economic studies, Bank of America as the
16 Tribe's financial advisor and Sovereign Finance
17 as an additional layer of third-party financial
18 advisors on behalf of the Tribe.

19 In short, this is not only a best in
20 class development, it is a best in class
21 development because it has the best foundation.
22 It has the best plan and design. It has the
23 best team and it has the best chance of success
24 for the city of Taunton, for the Mashpee

1 Wampanoag Tribe, for the Commonwealth of
2 Massachusetts.

3 So, I am going to hand it over to a
4 gentleman, Mike Speller, who I'll introduce
5 momentarily. But before I do that, I'd like to
6 ask some of the members of the Genting team to
7 stand up. So, we have Dominic Cordisco who is
8 dutifully handling the sides over there. We
9 have Paul (INAUDIBLE) who is back here. And
10 we have Randy Netter. And I'm having them
11 stand up, because collectively you have over
12 three decades of expertise in land use
13 planning, food and beverage and construction.

14 That is not even a hundredth percent
15 of the team that we have. Once again, we are
16 bringing the full resources to bear on this
17 project. And all of that how did it come
18 together, how did our side come together, it
19 came through largely the vision of this man
20 Mike Speller.

21 He is going to continue to be an
22 advisor for this project. He is one of the
23 living legends in the gaming industry with over
24 four decades -- Sorry, Mike. -- with over four

1 decades of experience in gaming. Mike has
2 opened over 20 different properties across the
3 globe. This man has opened properties where he
4 had to get on a cruise ship in the Indian Ocean
5 and build a casino that would be by the time he
6 got to port.

7 This is the type of man that's been
8 working with the Tribe over the last three
9 years to help bring this to a turnkey
10 development. I'm going to let him speak for
11 himself and turn it over to him so he can
12 explain this turnkey development.

13 MR. SPELLER: Thank you, Kevin. Mr.
14 Chairman, Commissioners, welcome. Thank you
15 for giving me the opportunity to be here today
16 to speak before you. It's certainly something
17 we've looked forward to for a long time.

18 And we worked hard and diligently in
19 order to give you what we think is going to be
20 a fantastic presentation today to show to you
21 what the Tribe has done, to show to you how we
22 have tried to assist the Tribe in making
23 decisions, to design and develop a world-class
24 gaming operation right here in the

1 Commonwealth. Something that is going to be a
2 source of pride not only for the Tribe, but the
3 city of Taunton and the Commonwealth in its
4 entirety.

5 Our job has been to position a
6 project that will compete with the greatest
7 operators in the United States.

8 The Genting Group which I have had
9 the distinct pleasure to work in their projects
10 for just over 30 years around the world, had
11 asked me four years ago please go up to
12 Massachusetts. Please help the tribe. Walk
13 with them, work with them and show them how to
14 design and develop. And get them to the point
15 where they can break ground, and we can assist
16 them in financing and getting this project out
17 of the ground, built in the fastest time
18 possible.

19 So, historically, the Genting Group
20 in other projects that we have designed and
21 developed and built, we have a history of being
22 fast. In New York, we started mid-October
23 2010. And 365 days later we opened the
24 facility. It was one year to the day.

1 When we assisted the Seneca team up
2 in Western New York, we designed and opened in
3 90 days. We started September. We were open
4 for New Year's. Nobody knew how we did it.
5 Some of us don't even know how we did it, but
6 we actually did get it done.

7 So, we have a long history of being
8 quick. We have a long history of understanding
9 how to get it done fast. We have a long
10 history of relationships with the banks, the
11 vendors, the licensing needs and all the parts
12 and components that have to be done.

13 So, First Light Resort and Casino,
14 what's the most important thing about a casino
15 operation? Number one, it's like buying a
16 house, location, location, location. The Tribe
17 selected a location in the city of Taunton
18 which has infrastructure around it, which is
19 very, very powerful, the state roads, big state
20 roads. They carry a lot of traffic and Route
21 24 coming south and north as we have all driven
22 it is a great highway system. Route 140 is
23 also a great highway system.

24 It's 38 miles from Boston. It's 28

1 miles from Quincy, 23 from New Bedford, 17 from
2 Fall River and 20 from Providence. So, do the
3 math on those numbers. That's pretty centrally
4 located to everything in southeast. We think
5 that this is the greatest location that you can
6 start with.

7 And you'll see on the right-hand
8 side just to give you some comfort that the
9 original designs that were put out that you've
10 been looking at for the last couple of years,
11 this project is the same scope. It's the same
12 size. And it's on the same footprint. So, it
13 fits all of the parts and components in
14 conformance with the record of the city have
15 already been done. We have changed nothing.

16 We have just reorganized and made it
17 better. That was the Chairman's guidance to me
18 and our team. He said the original design,
19 they're fantastic. We really like them. But
20 please go back, step it up, make the finishes
21 better. Make this something that has got such
22 a wow factor that anybody that goes there can't
23 wait to go back once they've left. And that's
24 what we've tried to do.

1 So, infrastructure Route 24, Boston
2 up here 38 miles, Quincy 28 to 30 miles, coming
3 south to Fall River 17 miles, 23 miles down
4 Route 140 into Fall River -- I'm sorry New
5 Bedford. The overall site itself, no change.
6 We have the casino footprint, two hotels,
7 master plan and the parking garage, surface
8 parking back here, ultimately the waterpark and
9 hotel. So, a first-class resort destination.

10 The scope is the same scope. The
11 same scope that we've always talked about, 3000
12 slot machines, 40 poker tables, 150 table
13 games. Fine dining, food court, center bar,
14 entertainment lounge, 24-hour café,
15 international buffet, indoor pool,
16 entertainment center attached to the indoor
17 pool.

18 Hotels, three hotels, two of which
19 will be attached to the casino podium, 300
20 rooms a piece with a full suite complement that
21 is the right level of complement for this
22 market. Fifteen stories overall, the third
23 hotel will be back in the waterpark. Retail
24 stores, ballroom with stage, 31,000 square feet

1 open space. We can have a standing room only
2 2500-person event, a seated 12- to 1300-person
3 event, a spa, waterpark, approximately 4000
4 parking spaces and 700 plus flat top parking
5 spaces.

6 So, this is the master plan. This
7 is what we've been working on. It is a
8 fantastic project. The finishes are
9 unbelievable. You've seen the finishes that
10 Paul and his great team have put in place over
11 there.

12 The finishes that you're looking at
13 are not just pictures. There's a lot of time
14 and effort and work that went in from the
15 gaming authority to select and reject, and more
16 rejection than selection in the early days I
17 can tell you. No, we don't like that. Change
18 it. We don't like that color. We don't like
19 that material. Make it better, make it bigger.
20 And that's what we've done.

21 So, what you see over here is in
22 those construction documents. The fact that
23 the construction documents are 100 percent
24 complete is a testament to a spending rate of

1 \$20 million in the last 18 months. That's what
2 it costs to get that package ready to go. So,
3 as the Tribe moves forward, the groundbreaking
4 ceremonies are backed up by a full set of
5 construction documents. I don't know that
6 everybody else has gotten that done, but
7 certainly the Tribe has.

8 This is what it looks like overall.
9 The casino podium approximately 400 square feet
10 in its entirety flanked by two hotels, 300
11 rooms hotel number one, 300 rooms hotel number
12 two. A beautiful porte cochere entrance into
13 the podium behind and a 3000 plus car parking
14 garage to support the entire facility. This is
15 the master plan.

16 Again, another look at it. This is
17 approaching into the hotel side. As you come
18 in through that porte cochere, it's all wide
19 open to the sky, glass to the sky. And you
20 will be thrilled when you see how it looks and
21 what the impact is when you walk into these
22 spaces.

23 This is the main gaming floor. This
24 is the table game section of the gaming floor.

1 The buffet on the left-hand side, all of the
2 table games. There's 50 in total. Obviously,
3 they're not all here. This is a section. And
4 the slot area is over here.

5 These columns are LED lit. So, we
6 can change the color of the room on St. Paddy's
7 that's right around the corner. We're going to
8 make it green. Trust me, Christmas, what color
9 will that be? Will it be red? Obviously,
10 Native American Day Wampanoag colors. That's
11 what we'll do.

12 So, it gives us the opportunity to
13 change it, make it more exciting, make it more
14 vibrant. This is a two-bed suite. It is 825
15 square feet. It'll compete with anything in
16 the Northeast. We've been in these markets --
17 I've been in this market for almost 25 years in
18 the Northeast. We understand it very well. We
19 understand the customers here very well. They
20 know us very well.

21 So, when we design, we think about
22 how we should be helping the Tribe develop
23 their product, we use all of the experience
24 that we've got in the past and all of the

1 complaints that we've heard from those
2 customers, all of the changes we've made to
3 benefit the product.

4 We think at the end of the day, the
5 suite product, the hotel product, the way we've
6 laid out the casino, the counts, the overall
7 spend is the absolute optimum to build a fine
8 destination resort casino, DRC, in this region.

9 This a regular room. It's 400
10 square feet. So, it's good size. Most of the
11 time when you go into a hotel room, it's about
12 325, 350. There's an extra 50 square feet in
13 here which we think is optimum for customers to
14 say hey, you know what, their rooms are great.
15 I'm going back.

16 There are many tribal pieces that
17 have been designed into it. Many cultural
18 parts that we've designed with the guidance of
19 the council, with the guidance of the gaming
20 authority.

21 This is a weetu. It is the early
22 tribal house structure. It's very famous in
23 their lore. And it's a beautiful structure
24 with gardens in between and a place on the

1 outside for quiet reflection. It's a very big
2 part of the indications that we got from the
3 Tribe to put in something that's going to make
4 us proud, remind us of our heritage. Remind as
5 of who we are, help us do that.

6 So, we have done that with all of
7 their help. And you'll see as I walk through
8 here, there are a number of these that we've
9 put. There are five what we call major
10 attractions in the building.

11 This is Center Bar. Center Bar is
12 located in the podium. It's right in the
13 middle of the podium. It is a beautiful,
14 highly energized bar. It looks perhaps a
15 little small on the screen. It seats about 100
16 people plus.

17 This TV screen is a 28 by 18 high-
18 definition TV screen. If you have never seen
19 the Super Bowl in front of this TV, it's a must
20 do. You have got to see Super Bowl in here.
21 We to this in New York. It's standing room
22 only in the casino. They come from everywhere
23 just to see what is going on on the screen.

24 That piece really energizes. In

1 some respects it divides the podium in half to
2 a certain extent, but it provides a huge amount
3 of energy in the middle of the room and creates
4 a lot of life.

5 This is another lounge. It's a
6 little on the dark side, you can't see terribly
7 well, but it separates high-limit. High-limit
8 gaming is across here. High-limit slots, high-
9 limit tables are over here. This is a
10 beautiful lounge, marble floors, great plush
11 velvet in the middle and beautiful chandeliers.
12 This is the retail gaming area on the right-
13 hand side.

14 This is another cultural attraction.
15 I think you already know that the quahog is
16 something that is very dear and very close to
17 the tribal heart. So, this is a very large
18 cultural attraction. The quahog as you go into
19 one of the entrances is quite dramatic.

20 And this is high-limit gaming. So,
21 those of us that have been in the Northeast and
22 in gaming for a long time, high-limit gaming is
23 a major driver of how you generate revenue. We
24 understand it very well. We understand what

1 those customers are looking for. We know many
2 of those customers, not only domestically, but
3 from overseas.

4 This has been designed to complement
5 that and complement them. Ultimately, this
6 will be a very large high-limit room. It
7 doesn't look enormous right now, because you
8 can't see all of it. It goes off in different
9 directions. There'll be 40 tables in this
10 area. So, it will be one of the heaviest and
11 largest high-limit gaming areas probably in the
12 Northeast.

13 Not only is it domestic, the reason
14 why Kevin had talked about the Genting Group in
15 the very passionate manner that he does is to
16 try to illustrate not only do we do well
17 everything that we bring to the table, but we
18 have a customer base of six million people.
19 The day we open this facility on behalf of the
20 Mashpee Wampanoag Tribe, there will be six
21 million electronic communications that go out
22 to everybody in our database telling them there
23 is a new addition to where they can go to.

24 In particular, on the Asian

1 community particularly in the Northeast up in
2 the Boston area and up in Massachusetts, it's a
3 big college area. And I think you already know
4 how many of those college students are from the
5 Far East. So, Chinese, Singaporean, they're
6 from all over.

7 And the parents come here, three and
8 four and five times a year to visit the
9 children. So, many of those are our customers
10 already. And we will certainly hope that they
11 will visit. And we will certainly communicate
12 to them and say hey, we are here. If you'd
13 like come and see us, come and visit the Tribe.
14 It's a new thing for you to do.

15 This is another cultural attraction.
16 We call it the whale's tail. It is a whale's
17 tail. It's not 24-carat gold as I've been
18 asked, but it is brightly colored. It's a
19 beautiful rendition of course the seafaring
20 nature of the state.

21 Again, I can't speak highly enough
22 about how we have to handle the VIP customers.
23 Those customers that are wealthy that have the
24 resources to play to a level that is to their

1 comfort, very high level. And we provide
2 spaces for those people. Much as if you're a
3 medallion flyer for one of the airlines, you
4 have the opportunity to go to private spaces to
5 eat and to be pampered and so on and so forth.
6 That's one of the spaces.

7 One of the things that happens in
8 any hotel is in the indoor pool at the end of
9 the day, it closes at seven o'clock tonight.
10 It is no longer revenue producing. So, there
11 is a way that you can monetize that. Under
12 Paul's guidance and a lot of running around to
13 look at some other properties that have done
14 this, we have created an entertainment
15 experience in this location that after dark
16 this will be an entertainment center. And
17 during the day it will be a great indoor pool.
18 There is no outdoor pool for obvious reasons,
19 it's too cold up here. We get five months out
20 of it. So, we'd rather put more on the indoor
21 pool.

22 This again is a cultural attraction.
23 You can see the Mashpee Wampanoag Tribe are the
24 people of the First Light. So, the sunrise

1 clearly articulated in a massive floor. This
2 is the entrance to the hotel. The turtle
3 exhibit, they're all lined up. You'll see on
4 the next slide they come walking down. It's
5 just a beautiful acknowledgment to the state,
6 to the Tribe's heritage.

7 This is the outside pool deck. This
8 is a sundeck. The pool is right here. You can
9 come out, enjoy the afternoon sun, have some
10 fun quiet time. This facility is not all about
11 gaming. It's about having fun. It's about
12 doing different things. It's about finding
13 reasons to go back.

14 It's about finding a reason to say
15 on a Friday, you know what, let's get in the
16 car. We'll drive across state lines. We'll go
17 all of the way up. We'll stay with them for
18 two or three days. There's lots to do. Then
19 we'll come home to New Jersey or New York or
20 wherever they've come from in two or three or
21 four days. That's why we've created these
22 spaces.

23 The heart of the operation is the
24 gaming area. It's the casino. This is the

1 table games section again, slot machines
2 flanking left and right. It's just a
3 beautiful, beautiful casino twenty-foot
4 ceilings plus.

5 And as the gaming commission will be
6 asking at some point, so I'll ask the question
7 now and I'll answer it. We have full
8 surveillance plans completely finished. We
9 have bit them out on the street. We know what
10 the price is. We will have upwards of 2100
11 cameras throughout this facility, which will go
12 back to our central surveillance area under the
13 surveillance directors to protect this facility
14 as part of our responsibility.

15 So, master planning and phasing, we
16 have master planned this facility. We have
17 been careful to do it. And as we've talked
18 about before, phasing is part of our IGA with
19 the city of Taunton. There is four phases to
20 that IGA. It's a well-articulated document.
21 There are people in the room in the back that
22 helped the city do that. The Tribe signed off
23 on it and phasing is part of it.

24 The first phase has a 14-month

1 construction timeline. That means if we break
2 ground next month, which we are going to do in
3 April, we will open in summer 2017. The scope
4 of that it's 14 months to complete that, 1941
5 slots, 60 table games. There will be a
6 steakhouse, a 50-seat noodle bar for those
7 Asian customers who love to come and eat
8 noodles, and an entertainment lounge, a food
9 court, a VIP lounge, sundries shop and some
10 surface parking.

11 This gives the Tribe the opportunity
12 to be first mover for a destination resort
13 casino in the Commonwealth. That's a fantastic
14 thing to happen. We have a long history of
15 being able to get these things done quickly.
16 Fourteen months for this project is very
17 doable. Construction documents are in place.
18 The consultants are spread around this room.
19 And the bid packages are being prepared to go
20 on the street as we talk now.

21 So, in terms of site work,
22 preparation work, those bid packages are
23 already out. And they are coming back. We are
24 ready to go with it.

1 So, fast-tracking by phasing. Phase
2 1 is going to be what we call the southern
3 podium which is what I've just articulated,
4 approximately 2300 plus gaming positions which
5 is in the MEPA, NEPA documents.

6 The hotel piece and the northern
7 podium and the parking garage will be Phase 2.
8 And Phase 3 will be the second hotel. Getting
9 this built in what I call this flash track not
10 fast-track because 14 months, it's very, very
11 fast. And it gives, I think, the opportunity
12 to get this open, to start this process for
13 destination resort casinos and the Tribe has
14 first mover advantage.

15 Benefits of the project, what's the
16 first thing that comes to mind?

17 CHAIRMAN CROSBY: Excuse me, could
18 you have questions for us now or would you like
19 us to wait?

20 MR. SPELLER: I can finish my
21 presentation and then ask questions, Chairman.
22 Is that acceptable?

23 CHAIRMAN CROSBY: Yes. That's fine.

24 MR. SPELLER: Thank you. So,

1 project benefits. Let's talk about the first
2 benefit, the most important benefit, jobs,
3 jobs, jobs.

4 That's the most important thing.
5 That's the reason that these resorts are built
6 in the first place. That was the intent behind
7 the legislation. And in terms of construction,
8 850 plus construction jobs in Phase 1 alone.
9 There is of course tribal and Taunton
10 preference in that, but there are plenty of
11 construction jobs to go around here.

12 There's have been discussions with
13 the unions on a project labor agreement, which
14 you'll see at the bottom that's under
15 negotiation. \$230 million in payroll over the
16 duration of the project. Long-term
17 construction employment as this facility is
18 going to be completed in phases.

19 In terms of permanent jobs, Phase 1
20 permanent jobs \$60 million in direct payroll in
21 the first full year of operation for Phase 1
22 only. Good paying jobs. These are wages and
23 benefits over \$50,000 on average. That does
24 not take into account that some of those front-

1 line positions are tipped. They earn tips.

2 So, those are not included in those numbers.

3 Job training will be provided by the
4 Genting Group in each of the different
5 disciplines from the hotel site to the F and B
6 people to the table games to the slots. All of
7 those people will be trained and have the right
8 level of expertise when we open.

9 And one of the most important things
10 is customer service training. Everybody can
11 open a casino. Anybody can put table games out
12 there, hotel rooms out there, slots out there,
13 but what sets apart a company that does this
14 well from a company that does not do it so well
15 is the level of customer service. How many
16 people have gone into a location and not been
17 served well. They've come out with a bad taste
18 in their mouth and so on and so forth. It's
19 happened to all of us.

20 Our job is to make sure that doesn't
21 happen. So, customer service specific training
22 is a big part of what Genting brings to the
23 table. And it's part of our overall corporate
24 strategy and structure. Good benefits, health

1 insurance, meals, paid vacations all part of
2 your daily activities, this is a career. It's
3 not just a job.

4 An opportunity to start young. In
5 my particular case, I started on the front line
6 40 years ago. Today, I'm running these places.
7 So, it's a fantastic opportunity for a great
8 career for those people who want to take the
9 opportunity, take the chance, work hard and
10 stay in the job.

11 We're talking about admin. jobs,
12 F&B, finance, hotel, marketing, property ops.,
13 security, surveillance, slots, table games,
14 1250 odd direct jobs in phase 1 alone. And
15 they use a multiplier, as you know, which is
16 about .9 to one just in service industries,
17 about 2300 total jobs in just phase 1. And as
18 you go through the entire project, we get up to
19 almost 5300 jobs.

20 Operational purchasing, meats,
21 seafood, produce, fruit, baked goods, all of
22 the normal things that have to be bought to
23 operate a facility of this type.

24 Tens of millions of dollars will be

1 spent annually, opportunities for local and
2 regional businesses to participate. Part of
3 the IGA and the agreement in the IGA was that
4 the local businesses are going to be given
5 opportunities to bid. And provided that they
6 sharpen their pencils and give us a reasonable
7 bid that is cost-effective, there's no reason
8 why they should not participate. It's better
9 for them and it's better for us and it's better
10 for the Tribe.

11 That really ends my side of the
12 presentation. It's been a great four years
13 with the Tribe to do this. It's thrilling to
14 have it to the point where ground breaking is
15 going to happen.

16 I'm happy to take any questions,
17 Chairman.

18 CHAIRMAN CROSBY: Folks? Could you
19 expand on the phasing? You talked about phase
20 1, which I gather opens in mid-'17, 14 months.
21 What's the schedule with the three phases and
22 what's in the other three phases?

23 MR. SPELLER: I'm going to turn that
24 over to Kevin. He's going to lead that --

1 CHAIRMAN CROSBY: Is that coming up?

2 MR. SPELLER: No, it's not. So,
3 Kevin is going to talk to you about that.

4 MR. JONES: So, what we'll do just
5 in terms of procedurally, if it pleases the
6 Tribe and the Massachusetts Gaming Commission,
7 we'll take these questions. Then we'll stop
8 for a brief break before we move into the
9 environmental section.

10 With that said, Chairman Crosby,
11 with respect to the phasing, it lays out
12 exactly the way it is in the IGA, the
13 intergovernmental agreement that the Tribe has
14 with the city of Taunton.

15 That very simply can be summarized
16 as four phases. The first phase which is
17 supposed to occur within 15 months of the
18 commencement date. Think of the commencement
19 date as essentially May of this year. So,
20 within 15 months, the IGA requires that the
21 Tribe have a casino up, no hotel just a casino.
22 Then within 30 months that the tribe have the
23 first hotel. Then within 60 months the second
24 hotel. Then after 60 months, with no date

1 certain, the final phasing of the project,
2 which you heard is the third hotel and a
3 waterpark.

4 So, that's the master plan that you
5 will see in the environmental piece that was
6 done in NEPA and MEPA. That's also what's in
7 the intergovernmental agreement, the IGA.
8 That's the same phasing that we're following.

9 So, if you think about it very
10 simply, phase 1 is the southern podium we call,
11 half of the overall facility with basically
12 2300 gaming positions. Rolled out with all of
13 the best in class finish, so that from day one
14 the images that you've seen here intentionally
15 with respect to minus the hotel images we've
16 intentionally shown images that are day one
17 images. So, that from day one, it's a best in
18 class game changing facility. So, that's phase
19 1. That's what we are moving forward to have
20 opened by June 1, 2017.

21 Phase 2, which essentially brings in
22 the rest of the elements, what we are doing
23 there is we're bringing in the second hotel and
24 the rest of the podium and the garage. We

1 expect to have that fully realized by 2020.
2 Then we'll introduce the third hotel and then
3 finally after 60 months of commencement, we'll
4 be introducing the waterpark and the third
5 hotel. That's how the phasing lays out.

6 CHAIRMAN CROSBY: You talked about
7 the IGA with Taunton, maybe this for the Mayor,
8 is this if you don't do those phases, is that a
9 breach of the IGA and if so what rights does
10 the Mayor have or does Taunton have?

11 MR. JONES: Right now what the IGA
12 calls for is that the Tribe and the city of
13 Taunton will work together by its own terms to
14 determine the amount, the time and the scope of
15 the actual implementation.

16 The very next stage, which we
17 anticipate to have signed by the end of this
18 month actually is the implementation plan with
19 the city of Taunton where it spells out exactly
20 how that would be implemented. And that's the
21 very next phase.

22 So, the IGA in short built in that
23 flexibility for the city and the Tribe to
24 determine at this stage how exactly we

1 implement it, as opposed to a rigid formula
2 that would require some sort of other process.
3 But as to that I'll let the Mayor speak to that
4 as well.

5 THE HON. TOM HOYE: I'm going to
6 hand this off, actually. I brought our city
7 solicitor Jason Buffington. We also have
8 Attorney Sid Fralick here as well that can
9 answer those legal questions. Jason.

10 MR. BUFFINGTON: Thank you, Mayor.
11 Chairman, members of the Commission, I don't
12 want to fail to emphasize enough how
13 cooperative of a working relationship the city,
14 the administration has had with the Tribe.
15 It's been that way from the very beginning. We
16 have no reason to think that it will continue
17 to be anything other than that.

18 As Kevin spoke about, we are working
19 on an implementation agreement right now. We
20 expected that that will be successfully
21 completed within the next month or so.

22 CHAIRMAN CROSBY: The implementation
23 agreement will detail the rest of the phases,
24 is that what I understood?

1 MR. BUFFINGTON: Yes. In general
2 terms, our intergovernmental agreement which
3 I'm sure you've had, which we've had all of our
4 documents review, but it's also available on
5 the city's website.

6 It speaks in general terms just as
7 Kevin said the four phases generally speaking
8 which will be -- which components of the
9 overall project will be completed in what
10 phases. And there are timelines delineated in
11 the intergovernmental agreement again from the
12 commencement date measuring outward as to what
13 will be contained in each component.

14 Just so the Commission is also
15 aware, the agreement, the intergovernmental
16 agreement contains a waiver of tribal
17 sovereignty so that is in enforceable in the
18 courts of the Commonwealth. And it does
19 contain an arbitration clause which we have
20 never had to invoke but it is there to resolve
21 disputes should the need arise.

22 CHAIRMAN CROSBY: Does the Tribe
23 have any assurances that anything happens
24 beyond phase 1? The Tribe presumably is

1 tremendously invested in the full project.
2 That's what this is being presented as. Does
3 the Tribe have any rights or assurances that
4 these phases actually happen?

5 MR. JONES: Yes. It's a day one
6 commitment to how we are building the entire
7 development. We have options. The Tribe had
8 options. One of those options was to retrofit
9 existing buildings on the site and to open up
10 this year. The Tribe at their leadership
11 elected to not do that.

12 Instead, what we've done is we've
13 taken the 100 percent complete master plan and
14 we're building into that. So, it's embedded in
15 the way in which it's being built. And while
16 it's being referred to as phasing, what it
17 really is it's successive mobilization. There
18 are certain items that from day one are being
19 mobilized for the entire project.

20 So, day one the entire traffic
21 mitigation is being mobilized. The approach
22 that we've taken to the IGA, that the Tribe has
23 taken to the IGA is to not just develop the
24 resort aspects that are delineated clearly in

1 the IGA but to actually go above and beyond
2 that.

3 The Tribe's actually rolling out a
4 master plan that exceeds that. On top of that
5 the traffic mitigation that was set forth, the
6 Tribe thereto is exceeding that providing a
7 full range of local and state mitigation. It
8 is a humongous project undertaking that is
9 roughly about \$30 million worth of traffic
10 improvements that will begin day one.

11 So, it is not so much that it's
12 phase 1 has this portion of traffic
13 development. That's not the way this whole
14 project is envisioned. We are building into
15 the master plan on day one. We just believe we
16 can have a portion operational by 2017.

17 COMMISSIONER ZUNIGA: Mr. Jones, you
18 mentioned before or other mentioned before the
19 financing, you have full financing and you also
20 have construction drawings. Is that for all
21 phases or is that for phase 1?

22 MR. JONES: All phases.

23 COMMISSIONER ZUNIGA: All phases.

24 MR. JONES: Once again, we are

1 building the entire master plan. So, part of
2 the assurance is in what's already been
3 invested. When I mentioned earlier the
4 hundreds of millions of dollars, that was to
5 get us to a turnkey development. So, the
6 construction documents that you see sitting
7 over there, those aren't phase 1 construction
8 documents. Those are construction documents
9 for the entire master plan.

10 COMMISSONER ZUNIGA: Same for the
11 financing?

12 MR. JONES: The financing, what
13 we're doing is we are being asked to go ahead
14 and provide financing for the entire project is
15 frontloaded in certain portions. So, right now
16 phase 1 is fully financed.

17 Then in terms of timing for the
18 Tribe, it's our job as developers to ensure
19 that the Tribe has the best possible options in
20 the market. That's what we want to position
21 the Tribe to do.

22 So we're actually hopeful that
23 during other phases, it won't just be Genting
24 that there will be other parties involved.

1 We've been approached by those parties. The
2 Tribe has been approached by those parties.
3 We're actually excited about the ability to
4 hopefully be able to roll that out in a few
5 months from now.

6 So, starting with phase 1 that's
7 Genting, but you should expect to see other
8 commercial players.

9 COMMISSIONER MACDONALD: I have a
10 question relating to workforce development and
11 promotion issues. There probably is not
12 another region of the Commonwealth that is more
13 economically challenged than the Southeast
14 region, Region C.

15 I was born in New Bedford and spend
16 a great deal of time in Fall River, Taunton and
17 New Bedford. Speaking personally, but I think
18 it's shared by the other Commissioners, there
19 is no higher priority in the decisions that we
20 make than what is the impact to be on the
21 development of a wider workforce in the region
22 that we are involved with whether awarding a
23 license or otherwise.

24 My question goes to what concrete

1 steps are you committing to to develop the
2 workforce, not just of the Taunton area, but of
3 the whole Southeast region including New
4 Bedford, Fall River, Brockton and Taunton? And
5 I might just say that in passing that I was
6 really struck when we had the host community
7 agreement in Brockton a few weeks ago -- not
8 agreement the host community of how poor and
9 how economically distressed Brockton.

10 So, this is front and center. And
11 the question is what real concrete steps are
12 you going to take to develop the larger
13 workforce including commitments to diversity in
14 the Southeast region?

15 MR. SPELLER: Thank you. That's a
16 great question. I think the first part of your
17 answer is location. It's so centrally located
18 that people that want to come to work and start
19 a new career or new job from any of those town
20 that you just talked about from Boston all the
21 way down through Fall River, down through New
22 Bedford to Brockton and of course Taunton have
23 that opportunity because it's centrally
24 located. They don't have to drive as far

1 perhaps as they would elsewhere.

2 Our corporate culture is to provide
3 training and to provide training to people that
4 need it. There are minimum qualifications
5 obviously for any job description. But many of
6 those job descriptions, the hurdles are not
7 high. So, we can train people. We can show
8 them what needs to be done.

9 And we have more importantly, I
10 think, a culture of promotion from within. So,
11 when we are promoting somebody from one
12 position to another or a position becomes
13 vacant, the HR division puts it up on the board
14 internally for the first two weeks, and only
15 internal candidates are considered for that
16 position.

17 Only if after two weeks there is
18 nobody internally that is applying then it goes
19 to the outside. That way we give a pathway to
20 financial independence to the people who work
21 for the Tribe in the first place, work hard for
22 us in the first place, and give them an
23 opportunity to advance through the workforce.

24 In terms of diversity, we have a

1 long history of working in the diversity side
2 of how we structure our workforces. It only
3 takes a trip to our property in New York City
4 to see that. We are probably 80 percent
5 diverse and that's huge. Obviously, the Tribe
6 has employment for the tribal members. So,
7 tribal members have that same opportunity.
8 They have first right under (INAUDIBLE) that's
9 like any other Native American Tribe in the
10 country.

11 But there are 3000 plus jobs when
12 this master plan is finished. If you go down
13 to some of the casinos in southeast Connecticut
14 and you talk to some of those folks down there,
15 many of who worked for me, many who started
16 with me in 1992 when that property opened up,
17 they have been very successful. They have been
18 able to thrive. They've been able to have
19 their families, buy homes and have a source of
20 pride in their work. That's what we deliver.

21 It's not easy, there are rules and
22 regulations. You have to show up. You have to
23 work hard and you have to do the job. But we
24 provide the pathways to that. And that's our

1 intention here. I hope that's satisfactory.

2 COMMISSIONER STEBBINS: Just a
3 question to pick up on the local purchasing
4 piece, and I appreciate your comments about
5 making sure the local businesses are sharpening
6 their pencils and giving you the best bids.
7 Two-part question, one of the things I noticed
8 off the list was beverages, obviously, a big
9 part of the casino F&B side of the house.

10 Are there any national contracts
11 that are involved in your operation that would
12 maybe supersede some local buyers?

13 Secondly, what strategies do you
14 employ to help promote the capacity of some
15 local businesses to meet your objectives and
16 meet your requirements?

17 MR. SPELLER: There's a two-part
18 answer to that too. The gentleman that was
19 introduced to you earlier Randy Netter is a
20 Vice President of Food and Beverage of Resorts
21 in New York City. He came out of one of the
22 southeast Connecticut casinos. So, he has a
23 long history of doing that.

24 National contracts Coke and Pepsi

1 that's a given because nobody else can compete
2 with their pricing. And almost everybody
3 approaches Coke and Pepsi. But if that can be
4 regionalized, we're more than happy to do it.
5 If they are competitive in nature and we get
6 the best outcome, no question about that.

7 As far as the other opportunities
8 for alcoholic and non-alcoholic beverages, the
9 more local the better for us because it is more
10 green. They're not on the highways so much.
11 They're coming from a shorter distance. It's
12 better for the local businesses. It's a better
13 outcome for everybody. It keeps the jobs
14 closer, the implied jobs are closer, stay
15 within the state.

16 So, that will be the intention as it
17 has elsewhere that we've operated, I think very
18 beneficial for the local businesses. We are
19 very focused on that.

20 COMMISSIONER CAMERON: Sir, I just
21 had a question. We must saw a presentation.
22 We've seen a couple of them by the community
23 colleges who are working together to offer
24 programs, training, education in different

1 casino tracks.

2 I know one of them is Bristol
3 Community College which is nearby. In fact,
4 they are having some kind of a casino
5 laboratory at the Independence Mall across the
6 street from this location -- The Galleria Mall,
7 sorry. I just wondered if that would be -- add
8 some value to your own internal training? Or
9 is that something you're aware of and
10 considering listening to what they have in mind
11 and maybe partnering?

12 MR. SPELLER: Yes, Commissioner
13 Cameron. BCC is close by as you say. We have
14 met with them. We have met with the
15 principles. And we've talked about F&B
16 training. We've talked about potentially table
17 games training. We may provide them with some
18 of the trainers and do that training there.

19 We'll wait and see at the end of the
20 day. Certainly, there is opportunity for BCC
21 to participate. Let's face it, when -- I
22 remember Atlantic City. I was there in the
23 early days. I remember Atlantic City, ACCC,
24 Atlantic City Community College and how that

1 started with zero and went on to have a very,
2 very robust training program. And I think that
3 the same thing has to happen here.

4 I think it's organic in nature. It
5 happens because there are so many people
6 looking to go to work, young people looking to
7 get educated. If I educate myself, I'm better
8 suited to apply for the job. And we support
9 that 100 percent.

10 COMMISSIONER CAMERON: Thank you.

11 CHAIRMAN CROSBY: Mike am I
12 dreaming. I thought I remember that the
13 renderings that I've seen originally had sort
14 of an S curve? The renderings that I've seen
15 in photographs in the media, am I thinking of
16 something else? Has this always been the
17 design?

18 MR. SPELLER: No, Chairman, you're
19 not dreaming. The original renditions that we
20 put up there, we put up conceptual drawings
21 very early. And then we went to the S-curve
22 drawings. We took those S-curve drawings to
23 layout the site, understand how the site
24 worked, operated. Understand how the

1 circulation operated, with the intention and
2 actual factor of actually following that
3 through to a final design.

4 The more we got into it, the S-curve
5 design in the hotel, we realized that the shape
6 of the hotel rooms was not as friendly,
7 particularly at the end of these buildings as
8 we wanted them to be.

9 So, with guidance from the Chairman
10 and the Tribe we guided Paul and his team,
11 let's go back to a conventional structure.

12 CHAIRMAN CROSBY: Okay. I thought
13 that you had said that the Chairman said you
14 liked that design, stick with that design,
15 don't change it but just tweak the insides.

16 MR. SPELLER: No. We took those
17 hotel towers off and we squared them off. We
18 actually moved them over to the other side of
19 the podium. That was with Paul's help.

20 CHAIRMAN CROSBY: If we don't have
21 any more questions on this part, with
22 everybody's forbearance, I'm going to suggest
23 we take a brief break. Is that all right with
24 you all? And we'll come back in 10 minutes.

1 MR. SPELLER: Very good, Chairman.
2 Thank you very much. Thank you for the
3 opportunity.

4
5 (A recess was taken)

6
7 CHAIRMAN CROSBY: The Commission has
8 reconvened. So, we are ready to go whenever
9 you folks are.

10 MR. JONES: So, if it pleases the
11 Massachusetts Gaming Commission, we'd like to
12 go ahead and resume today's session. As we get
13 ready to resume, first and foremost, we want to
14 make sure we give Mayor Hoye an opportunity to
15 speak to the Gaming Commission and to the
16 Tribe's community here today. So, with that
17 Mayor Hoye.

18 THE HON. TOM HOYE: That you, Kevin,
19 members of the Gaming Commission, Chairman
20 Crosby, members of the tribal community,
21 Chairman Cromwell, the leaders of the
22 community. It's great to be here today.

23 I'll get right to the point. My
24 mother has been telling me that since I was a

1 kid and my wife tells me that all the time.
2 So, I will get right to the point. 181
3 meetings, it doesn't seem impossible. I think
4 I was at one of your first.

5 Just to get right into it, I've been
6 in office for four years now. I was elected
7 actually in November 2011. Right after I was
8 elected and before I took office January 2012,
9 I got a call from Mashpee Wampanoag Tribe
10 talking about the potential of locating a
11 destination resort casino right in the city of
12 Taunton. So, right from the beginning, it's
13 been a wonderful partnership.

14 I say partnership in the strongest
15 sense of the word because we've talked through
16 everything, through the IGA negotiations,
17 certainly there were some tense moments but we
18 got through it. Another example is just a few
19 weeks ago or a couple of months ago, the Tribe
20 presented some initial plans as Kevin had
21 indicated earlier about locating the first
22 phase in some of the buildings that existed.
23 They knew right from that meeting that we
24 weren't overly thrilled with the idea. So,

1 that was one of the reasons it was scrapped.
2 You see the beautiful renderings that you see
3 today.

4 Commissioner Macdonald asked a point
5 about workforce and job development. I think
6 it was a great question. I spoke before the
7 Chamber of Commerce just this morning. And
8 Bristol Community College was there. I see
9 Paul Vigeant is here right now, and jumped up
10 and started talking about -- and Commissioner
11 Cameron mentioned the casino gaming program
12 that they're going to have right at the Silver
13 City Galleria, which is a stone's throw from
14 First Light Casino.

15 So, they're already engaged.
16 Workforce development has been paramount to me
17 since I took office four years ago. Taunton is
18 a community where we had pockets of huge
19 industry. I think back to where I grew up in
20 the Whitman section of town. It's famous for
21 the Whitman Dam break of a few years ago, a
22 potential break. You saw it all over the news.

23 In that corridor, we had anywhere
24 between three and 4000 people working. We had

1 businesses that you heard of such as Reed and
2 Barton Silversmiths. You had the Whitman
3 Mills. You had Renni's curtain factory right
4 down the road, Poole Silver, which was another
5 silver manufacturer. You had 4000 people
6 working there.

7 You had a Ware section of the city
8 where 4000 people were working there. East
9 Taunton had another pocket of industry. All of
10 those jobs unfortunately are gone. And they're
11 not to return.

12 So, Taunton has had to reinvent
13 itself. We started to do that with the Myles
14 Standish Industrial Park now the Liberty Union
15 Park. We're very proud of the work that we've
16 done and the job creation that we've done in
17 this park.

18 The First Light Casino -- Resort and
19 Casino would add just another rung on that
20 ladder of economic development that we are so
21 proud of. It's not just a project. I want to
22 be clear, it's not part for the city of
23 Taunton, but it's a game changer for
24 Southeastern Massachusetts.

1 You saw the slides we're less than
2 20 minutes from Fall River, less than 20
3 minutes from New Bedford, 20 minutes from
4 Brockton. We're only about 35 minutes without
5 traffic from Boston. This is a game changer
6 for us in Southeastern Massachusetts.

7 The job market or the folks that
8 need employment are already there. So, you're
9 not going to see a mass movement for people to
10 move down to Southeastern Massachusetts. The
11 statistics pointed out, the unemployment rate
12 points it out. The people are there to work at
13 this facility, be trained to work at this
14 facility to bring back some of the blue-collar
15 jobs that have gone missing from our local
16 economy. So, I am proud of that fact.

17 But as far as four milestones that
18 got us to this point here today, and you saw
19 them earlier, the IGA that was negotiated
20 between the city of Taunton and the Mashpee
21 Tribe; the successful compact -- I know you are
22 so familiar with it. -- between the Mashpee
23 Tribe and the Commonwealth of Massachusetts; an
24 overwhelming positive referendum vote in the

1 city of Taunton. It just didn't squeak by.
2 But it got 63 percent positive vote from the
3 citizens of Taunton that wanted this project to
4 move forward.

5 Of course, most recently you've
6 heard Cedric mention over and over again the
7 land into trust decision by the Bureau of
8 Indian Affairs that's going to make this
9 project possible.

10 So, we are excited, extremely
11 excited about this project. I know one of the
12 other Commissioners mentioned goods. We have
13 tremendous amount of willing and able
14 participants right in the city of Taunton.
15 Quality Beverage is located right in the Myles
16 Standish Industrial Park, Martignetti Brothers
17 which is one of the largest distributors of
18 wine and distilled products not only in New
19 England but in the country is in the process of
20 being built in the Myles Standish Industrial
21 Park. You have Horizon Beverage right over in
22 Norton, Massachusetts that is right there. So,
23 a lot of those goods will be coming right from
24 those particular entities. So, we are excited

1 about that.

2 As I mentioned, this is a regional
3 project. There is no better place right there
4 in Southeastern Massachusetts than Taunton.
5 We've seen the job creation. We are probably a
6 little bit low on our estimates that we've been
7 talking about.

8 We are looking at the least
9 initially 2600 full and part-time jobs. We are
10 looking at over thousand construction jobs.
11 Once the project is complete, we're looking at
12 20 new police officers and firefighters that
13 will be funded on a recurring basis each year
14 by the Mashpee Wampanoag Tribe and First Light
15 Casinos.

16 We're going to critical upgrades to
17 our water system, to our sewer system, many of
18 our intersections in town that have been
19 neglected for a long time. We are excited
20 about those things. It's also payment in lieu
21 of taxes is going to realize the city of
22 Taunton more than \$8 million a year.

23 So, all told, it's a financial
24 package to the city of Taunton of around \$14

1 million a year. We are so excited about this
2 project. We can't wait to get started. As I
3 mentioned, this is a legacy project for the
4 Mashpee Wampanoag Tribe. Much like the city of
5 Taunton, they are so proud of their history and
6 they are more even proud of what's to come.

7 So, let's get this started. I can't
8 wait for this to begin. Genting is in the
9 house. They've been here since day one.
10 People thought that this wouldn't happen, but
11 here we are.

12 If any of the Commissioners have any
13 questions for me, I'd be happy to take them.
14 We also have, as you met earlier, Jason
15 Buffington and we have Attorney Sid Fralick
16 here as well from the legal aspect if you want
17 ask any questions of our team.

18 MR. JONES: Thank you, Mayor.
19 Before we transition, we're going to have a
20 brief comment by the Vice Chair of the Mashpee
21 Wampanoag Tribe.

22 VICE CHAIR BAIRD: I just wanted to
23 address the question about education.
24 Certainly, I do want to make it really clear,

1 I'm sure it's already clear that one of the
2 primary reasons that we undertook entertainment
3 of this sort of project at all is to address
4 the educational and employment needs that the
5 Tribe has.

6 Right now, we have a dropout rate
7 for the tribal citizens of 48 percent. We have
8 an unemployment rate of 49 percent. This is
9 going to be a major lift up for this community.
10 That we are trying to help ourselves be self-
11 sustainable, not ask for anyone else to support
12 us but to support ourselves, which is one of
13 the purposes behind the Indian Gaming and
14 Regulatory Act.

15 But I also want to mention as I said
16 earlier, Wampanoag people have had a history of
17 helping our neighbors since the Pilgrims came
18 to Plymouth in 1620, a history of living
19 cooperatively and trying to maintain those
20 relationships.

21 And toward that end, the Tribe
22 recently applied for and received a \$300,000
23 grant. We reached out to Bristol Community
24 College. We are actually working in

1 partnership with Bristol Community College to
2 bring training for these jobs for the region as
3 well.

4 MR. JONES: The Vice Chair's
5 comments on that were so poignant because what
6 they do is they underscore some of the
7 responses to the questions that we received
8 about the impact of this.

9 The impact of this is embedded in
10 the very nature of the project. As has been
11 pointed out by the tribal members, they already
12 have a partnership with Bristol Community
13 College. They have a \$300,000 grant for
14 workforce training that they are already
15 providing. That separate and apart from this
16 project.

17 This project has - What's the
18 commitment? It has a preopening budget of over
19 \$10 million that goes to training. It's one of
20 the things that we recognized in other
21 jurisdictions. And I'll try to tell a story
22 that underscores where we are at because we do
23 this in a number of other jurisdictions
24 obviously across the globe.

1 And then there's a unique approach
2 to this in the United States where there tends
3 to be licensing. You tend to have to apply.
4 It's what you've been going through on the
5 commercial side. It's different in this
6 context.

7 What we've seen in other
8 jurisdictions is they ask what is your
9 commitment? What is your commitment to
10 diversity? What is your commitment to the
11 local communities? These are things that we
12 respond to directly. The beauty about this
13 project is that it's embedded in its very
14 nature. One of the key things to that
15 commitment is the very sustainability of the
16 project.

17 So, when we were opening, part of
18 that opening went into really how we can ensure
19 that this is opened as soon as possible and
20 long-term viability. That's really what was
21 being addressed here. And I tell it in terms
22 of a story. When we opened up the facility in
23 New York on the Genting side, 2011. At the
24 same time, a few months later, another facility

1 was opening in Atlantic City. There were a lot
2 of promises that were made with that opening.
3 It was supposed to be the best and the biggest
4 and the most innovative casino in Atlantic
5 City, the Rebel project. Opened after we
6 opened New York.

7 Four years later, that project was
8 closing its doors in Atlantic City. Four years
9 later at our project in New York, we had given
10 \$1.5 billion plus to the state education fund.
11 It's the tale of two different projects, the
12 tale of two different approaches.

13 One of the things that I personally
14 am concerned about when we're in other
15 jurisdictions, I get concerned about empty
16 promises. And unfortunately they happen a lot
17 in this process. So, who stands to gain the
18 most by a viable project? It's not just the
19 Tribe that has 2000 years of history that's now
20 coming into fruition in this era, it's also the
21 local communities that don't have to watch a
22 facility go up and it shut its doors.

23 It's all about day one having a game
24 changer for the Commonwealth. And that's

1 what's developed here. What you see in phase 1
2 there were questions about the phases, about
3 the phasing. The fact of the matter is that
4 first one phase in and of itself with all of
5 the investments to date, it's a \$500 million
6 plus investment just in the first phase.

7 What gets rolled out in June 2017 is
8 best in class meaning it beats anything else in
9 Region C. And it is better at phase 1. You
10 can make that assessment for yourself. It's
11 better at phase 1 than some of the other
12 proposals are at full development. That's the
13 way that we've approached this.

14 So, that the commitment is one that
15 is clear. We start bringing in and joining in
16 those dollars. It's jobs, thousands of jobs.
17 At the construction phase, just in phase 1, you
18 are talking about 1000 union jobs. That's why
19 our union brothers and sisters are in the
20 stands right now, because they know it and they
21 get it. It's jobs now not tomorrow.

22 Then it's also revenue, revenue now,
23 day one a minimum commitment of \$8 million to
24 the city of Taunton. And it's a pool, it's a

1 pool of over 2000 jobs that are available not
2 just for the Tribe and its 500 plus employable
3 members, but even more broadly to the
4 community.

5 So, I just wanted to underscore
6 those points so that we can wrap it up and
7 succinctly focus on what it is that we are
8 presenting. It's not just real, it's not just
9 finance, it's not just well operated, it really
10 is the most direct and viable vehicle to
11 jumpstart full scale gaming in the
12 Commonwealth.

13 With that I'm going to turn it over
14 to our environmental experts with Epsilon who
15 can go over all of the hurdles that the Tribe
16 has gotten through on the MEPA, NEPA process.

17 MR. HEWETT: Good afternoon Chairman
18 Crosby, members of the Commission. My name is
19 David Hewett. I am a principal with Epsilon
20 Associates. We're an environmental engineering
21 consulting firm based in Maynard,
22 Massachusetts.

23 I will not be as dynamic as Kevin
24 but on the plus side, I will be very brief. As

1 we look forward today towards ground breaking
2 and full construction and opening of the
3 casino, we wanted to take a minute just to look
4 back at some of the milestones that the Tribe
5 has already accomplished on the environmental
6 front just so that you can be assured that this
7 project has indeed been fully vetted and is
8 ready to go.

9 Since about 2012, I've served as the
10 project manager for the NEPA and MEPA process,
11 the primary federal and state environmental
12 reviews for the project.

13 You are probably very familiar with
14 the MEPA process by now. As an Indian casino,
15 requiring the approvals from the Bureau of
16 Indian Affairs, this project was also subject
17 to NEPA review, National Environmental Policy
18 Act at the federal level. It's a process very
19 similar to MEPA that requires a great deal of
20 public outreach and a comprehensive and
21 thorough environmental review.

22 And I will say it's important to
23 note that while a MEPA document is sort of
24 directed by the Tribe, you can say well

1 consider the source. The Tribe wrote this
2 document themselves. It's important to note
3 that at the federal level, Epsilon really
4 answered to the Bureau of Indian Affairs and
5 the Department of Interior when putting that
6 document together. Then it was fully vetted at
7 that level.

8 So, the process began back in May
9 2012 with the initial notice in the register.
10 We held public scoping meetings in both Mashpee
11 and Taunton. We issued a draft EIS the
12 following year. The final EIS in 2014.
13 Eventually as you know, the Bureau issued the
14 record of decision late last year.

15 The MEPA process followed almost a
16 concurrent review. As you know, it's also a
17 three-step process. Again, the ENF was filed
18 in 2012, the draft EIR coming out in '13, the
19 final EIR coming out in late 2014. The final
20 certificate from the Secretary kind of closing
21 out our MEPA process coming out early last
22 year.

23 I'd like to make just two
24 observations about the NEPA and MEPA process.

1 The first being the great deal of public
2 outreach and public participation that was
3 required. Both the scoping meetings, both at
4 the public hearings, the obligation to put
5 documents out for full public consumption on
6 the Web and to be mailed to anyone that
7 requested one; the complete necessity to
8 respond to the comments that were received. It
9 had a very robust and comprehensive public
10 process.

11 The second point I'd like to make
12 again is the comprehensive nature of that
13 review in terms of the full suite of impacts.
14 We reviewed everything and through a
15 collaborative process we were able to address
16 all of the environmental concerns.

17 We received letters from Mass.
18 Autobon. We received letters from the Taunton
19 River Watershed Association and organizations
20 like that. This project has no direct wetland
21 impacts on the site. It is meeting the DEP's
22 standards for storm water management and so
23 forth. So, there is no area of environmental
24 impact that has gone unreviewed and hasn't been

1 examined very closely and fully mitigated for
2 through these processes.

3 Of course, the biggest concern
4 throughout the entire process was that of
5 traffic. As you know, the casinos generate a
6 great deal of vehicle trips. The Tribe has
7 really worked long and diligently with MassDOT
8 to arrive at an extraordinary mitigation
9 program that is being proposed. That will
10 assist the state in accomplishing its goals,
11 assist the city of Taunton with accomplishing
12 many of its goals.

13 These improvements are not only just
14 to serve the casino traffic but to address
15 long-standing problems in the area. And to
16 really fill you in on all of these, I'd like
17 to introduce you David Matton from
18 Howard/Stein-Hudson, the transportation
19 consultant.

20 MR. MATTON: Thanks Dave, thank you
21 to the Commission. Again, my name is Dave
22 Matton. I'm with Howard/Stein-Hudson
23 Associates. We are a Boston firm. We do civil
24 transportation, engineering and planning and

1 public involvement.

2 I feel that we have a non-sexy
3 portion of the show. Dave and I, we usually
4 get stuck in that role but here we go.

5 Back in early in this project in
6 2012, we went through a very extensive process
7 with the city of Taunton in the development of
8 the IGA. It was then that the city residents
9 and the public officials made it clear what
10 some of their concerns were regionally and
11 locally. Then we also met with the DOT to talk
12 about the issues and concerns.

13 And right from day one before we
14 even put pen to paper, we made sure that we
15 were addressing some of those concerns. I'm
16 not going to go through all of the mitigation
17 here that we ultimately refined and resolve --
18 Actually, go back please. -- but as you can see
19 here in the city of Taunton alone, there was a
20 lot of work that we're doing.

21 Some of their major safety issues
22 locally are being addressed. Some of the East
23 Taunton residents in particular -- We are
24 trying to deal with that community in

1 particular as part of this project. It's those
2 citizens that would be impacted the most. I
3 think we are addressing the issues that were
4 raised in the process.

5 The other part about this is we've
6 held not only through the NEPA and MEPA process
7 the public involvement related to that with the
8 community, we also had separate meetings to
9 meet with the community after the plans had
10 been developed preliminarily. We met with the
11 community. We went through all the
12 improvements. We had an extensive outreach to
13 make sure that all of the affected neighbors
14 were there at that meeting or invited to that
15 meeting.

16 We held that meeting. We had a
17 mailing and other emails back to us as to their
18 issues or concerns. Then we held another
19 meeting as we developed the final design to
20 show the community how we addressed each and
21 every one of those concerns.

22 DOT, same thing with the DOT. The
23 DOT had a project at the interchange of 24 and
24 140. That was on the long-range. It was 15-

1 year out project to solve some of the existing
2 issues that are happening out there. The Tribe
3 is putting up money to solve that issue now.
4 So, that's an important piece of this, the
5 MassDOT piece. That is happening within --
6 starting towards the end of this year.

7 CHAIRMAN CROSBY: What is the
8 schedule for completion of the 24/140
9 interchange?

10 MR. MATTON: Our role in that would
11 be completed before phase 2.

12 CHAIRMAN CROSBY: Before phase 2 but
13 it won't be fixed before phase 1.

14 MR. MATTON: We start the
15 improvements actually this summer on the
16 interchange. It's a lengthy process to
17 construct some of these elements, particularly,
18 and I'll show you in a minute, the southbound
19 ramp.

20 However, we're starting construction
21 and we're continuing through to the end of
22 construction of the interchange. But the
23 pieces that we put in place as part of the
24 phase 1 address the traffic associated with

1 phase 1.

2 When we open up 2300 gaming
3 positions as part of phase 1, we will have the
4 initial capacity at the interchange to address
5 those issues. That is something that we are
6 working with the DOT on. Their believers of
7 this as well.

8 So, it's kind of hard to see in this
9 slide, but we have locations throughout the
10 city and the region. Up in this area, there
11 are over 17 intersections in the center of
12 Taunton and North Taunton that are being
13 outfitted with emergency vehicle preemptors,
14 signal timing changes, signal phasing changes,
15 some minor changes to the geometry in some
16 locations or pavement markings. Those are
17 safety improvements. And it's also to help
18 facilitate emergency vehicle access throughout
19 the city. This is a big project for us.

20 These projects in red over here and
21 the ones in yellow as well these are some of
22 the projects that we're doing in the East
23 Taunton neighborhoods. They involve anything
24 from safety improvements or pedestrian access

1 improvements all of the way up to new
2 signalization.

3 This one here is an important one to
4 the city of Taunton. The Hart's four-corner
5 project. And I'll go over that in a moment.
6 Then these along the 24 and 140 corridor, those
7 are improvements as well and include some
8 intersection work that is west of Route 24.

9 Hart's four-corner, again this is an
10 existing safety and capacity issue for the city
11 of Taunton. This is the existing condition.
12 Our proposal is to work with the DOT to widen
13 this out. This is a project that is currently
14 on the tip. It's programmed to start
15 construction in 2017. We're not generating a
16 lot of traffic through this intersection.

17 I think it's just 50 vehicles at
18 worst case. However, the work that we're doing
19 through the Tribe on behalf of the city is
20 we've designed this to 100 percent. So, this
21 is in with DOT at 100 percent design. We're
22 just finalizing the right of way so that we can
23 advertise this project for construction.

24 This is an East Taunton

1 intersection. This is a Middleboro Avenue at
2 Pinehill. This is an existing safety issue at
3 this location. Currently, there are stop signs
4 that control three of the four legs of the
5 intersection who aren't really sure when to
6 stop or go at on some of the approaches. We're
7 making some significant improvements. We're
8 putting in a new traffic signal there, and also
9 many pedestrian improvements as well.

10 Another issue is this intersection
11 at Old Colony Avenue, Liberty, Middleboro
12 Avenue. There's a post office over here.
13 These offset intersections. Again, it's
14 unsignalized today. Safety issues. There
15 have been some high crash locations within this
16 intersection.

17 So, we're making improvements to
18 this intersection as well. We are putting in a
19 brand-new traffic signal as part of the work
20 and also again pedestrian improvements and
21 other safety improvements in the corridor.

22 One of the biggest that we are
23 changing obviously is site access. So, to
24 orient you a little bit here, this is from

1 Route 140. This is the off-ramp to Stevens
2 Street from 140 northbound. The Galleria Mall
3 Drive is off in this direction. So, this is
4 the approach towards the casino from where most
5 of our traffic is coming.

6 This is an existing signal. This is
7 the Revolutionary Drive Park. This where our
8 project site is over here. Obviously, we need
9 to do a lot of work over here to be able to
10 accept the amount of traffic that we're putting
11 through these intersections. So, again
12 substantial widening.

13 And all of the widening is actually
14 on our site side. So, there are no land
15 takings associated with this. We're making
16 both pedestrian and bicycle improvements
17 through this area. We're signaling the
18 driveway over here. And we're coordinating
19 that with the off-ramp signal.

20 And the other thing we're doing is
21 and you can kind of see here is we're
22 channelizing everyone to have to turn right.
23 We don't want people turning into the
24 neighborhood of East Taunton. So, we're

1 prohibiting that movement from happening.

2 There are other changes that we're
3 making.

4 CHAIRMAN CROSBY: The schedule for
5 all of those improvements?

6 MR. MATTON: Before phase 1 opens.

7 CHAIRMAN CROSBY: Before phase 1.

8 MR. MATTON: Yes. Besides those
9 changes and again in addressing some of the
10 issues that the community had and had raised
11 during the process is we want to make sure that
12 we're signing folks to be sure that they're not
13 going into the neighborhood accidentally even.

14 So, we are putting up these signs at
15 strategic locations just to let folks know that
16 this is a neighborhood. This isn't meant for
17 cut through traffic. So, we've agreed with the
18 city to put these type of signs up as well.

19 This is essentially the back door to
20 the casino. This is Hart Street. So, Hart's
21 four corners if you continue this way is at the
22 end of that. This is the Bristol-Plymouth
23 Regional Technical High School. My son went
24 there. So, I know some of the traffic issues

1 associated with this. This driveway obviously
2 is offset and it's unsignalized. So, we're
3 working with the school and the city to realign
4 that driveway and put a full traffic signal at
5 that driveway as well.

6 We're looking to do what we can
7 along Hart Street to slow traffic down and let
8 people know that it's a community that they're
9 entering.

10 This is the other driveway. This is
11 the driveway from that same high school that
12 comes out onto 140. This is the MassDOT
13 District 5 headquarters. So, that today if you
14 are a student or a teacher or whoever, you have
15 a hard time coming out into this traffic. It
16 is very dangerous. There's been many crashes
17 at this location. So, we're signaling that
18 driveway. We're also looking to connect up the
19 DOT driveway as well so they come out at the
20 signal.

21 So again, much of the concern that's
22 been raised to date is the existing
23 interchange. So today, some of the issues are
24 associated with Route 24 traffic heading

1 southbound and what happens when they get to
2 this intersection over here. So, at different
3 times of the day that traffic does back up.

4 What we're looking to do is today
5 that traffic comes down here and comes to a
6 signal and they stop. Our plan is to make
7 median changes in the middle over here of Route
8 140 and have that traffic be a free flow
9 towards the project site.

10 This signal will be upgraded
11 substantially. We're adding in a new slip lane
12 southbound. And we're also widening Route 140
13 and adding two lanes up onto the on-ramp to
14 Route 24. This is the Stevens Street
15 connector.

16 CHAIRMAN CROSBY: Excuse me, could
17 you go back one? So, Exit 12B what is that?
18 Is that a new exit from 24 South?

19 MR. MATTON: That is.

20 CHAIRMAN CROSBY: So, if you're
21 going to go north on 24, you can take that
22 exit.

23 MR. MATTON: That's a free flow.
24 Today that traffic they come down the ramp.

1 They come down to the signal and then turn
2 left.

3 CHAIRMAN CROSBY: The signal on exit
4 12 that's going to be eliminated?

5 MR. MATTON: No. We always need
6 that signal because we will have traffic that
7 is coming in this direction that will need to
8 turn left up the ramp onto 24 southbound. But
9 it'll only be a two-phase signal, so it'll
10 operate much more efficiently than today which
11 is three-phase signal.

12 This is the other intersection. So
13 again, traffic has a free flow coming towards
14 Stevens Street and they exit onto Stevens
15 Street connector. So, this is the Silver City
16 Galleria driveway over here. This is some of
17 their parking down here.

18 Today that traffic must yield to
19 County Street. They yield to that traffic.
20 So, some of the changes that we are making
21 includes upgrades to that signal. And we're
22 changing the geometry through this area heading
23 towards the casino. They will come in and they
24 will be in their own lane all of the way up

1 towards the casino.

2 So, that's a big difference than
3 what happens out there today. We didn't want
4 to risk having that traffic have to stop or
5 yield. So, this signal upgrade actually is
6 going to be a big benefit.

7 The other thing we're doing -- So, I
8 skipped over many of the other infrastructure
9 improvements that we are doing. However, this
10 is another important one. We are making water
11 and sewer upgrades through the city.

12 You can see in the East Taunton
13 neighborhood, we are doing a water main project
14 that will upgrade along Pinehill and Stevens
15 Street beyond our site.

16 Any other questions on traffic? I
17 know I kind of went through that very quickly.
18 Again, we are working with the DOT. And one
19 thing to mention as has been mentioned before
20 is this is \$30 million worth of work that the
21 Tribe has committed. These projects are at 100
22 percent design. And we are ready to advertise
23 these projects. The DOT project again, we
24 expect that to start towards the middle to the

1 end of the summer. Kevin.

2 MR. JONES: So, the next portion of
3 this that we'd like to touch on is responsible
4 gaming. So, we have a keen awareness of the
5 fact that what we are using as a community
6 development tool, an economic development tool
7 can in fact be abused.

8 We have been at the forefront of
9 ensuring that this particular type of
10 development is one that is supportive of
11 communities and enhances rather than detracts
12 from communities by allowing it to not be
13 responsibly managed. That's part of the
14 benefit that we bring to this with our
15 worldwide experience.

16 In the state of New York, I made
17 reference to the fact that we were there when
18 they started full-scale gaming with Seneca.
19 Part of that process working with Jim Maime
20 (PHONETIC) who is there today was developing
21 state of New York's parameters for responsible
22 gaming. And today we continue to be one of
23 their foremost partners in responsible gaming.

24 Our programs that we've rolled out

1 and that we will associate with this project
2 are in fact award-winning. The reason they are
3 award-winning is because we look at it in terms
4 of three principal prongs. One you've got to
5 fund it. You've got to put the funding behind
6 it. Here in this particular project, in this
7 particular jurisdiction there is already
8 pursuant to the compact and agreement to fund
9 the problem gaming and the national council
10 problem gaming committee on this particular
11 issue. So, there's funds that will be
12 generated from the project that will go
13 directly to responsible gaming.

14 Secondly, responsible gaming always
15 begins and ends with how you train your staff.
16 Every single person in all of our facilities
17 are trained. It doesn't matter what your role
18 is, you are trained in problem gambling. You
19 are trained to recognize it. And you are
20 trained to understand what the responses are to
21 it in terms of the self-exclusion options and
22 in terms of the third-party options.

23 New York is doing a lot of
24 innovative things with new local community

1 centers, which we are supportive of, which we
2 are an incubator for. Those are the types of
3 options we would love to have a dialogue with
4 the Mass. Gaming Commission about. We would
5 love to try to set the standard here the same
6 way that we have in New York.

7 And then the last one is public
8 awareness. You've got to promote it. You've
9 got to promote it from within. You've got to
10 make sure that each of the customers when they
11 come within your facility, they understand what
12 self-exclusion is. They understand where to go
13 if they need self-exclusion.

14 And you've got to know how to
15 promote with the collateral. It's got to be on
16 the material that you send out. You send out
17 material that has disclaimers, making sure this
18 is about responsible gaming so you don't even
19 get to problem gaming. That is the collateral.

20 Before I transition from there, I'll
21 just give you one example. Because I've
22 transitioned from the role as General Counsel
23 for all of our North American properties. I
24 was at the New York property at this particular

1 time. I was General Counsel and I remember
2 getting a call. It's a video lottery terminal
3 facility. So, you don't have a lot of big
4 whales. You don't have a lot of multimillion
5 dollar players. You have a few.

6 And in this instance, we had one.
7 Everybody knew him. He was in the facility.
8 He came in and he asked to be self-excluded.
9 Our self-exclusion process is a five-year
10 policy. He asked to be self-excluded. He came
11 back the next week and said you know what,
12 forget that. I change my mind. I don't think
13 I need to be excluded.

14 I got the call. In 20 seconds, I
15 patched in the then president of the facility,
16 Ed Farrell, and in another 20 seconds, I
17 patched in the head of our slots department,
18 Scott Molina. And I could tell you within two
19 minutes we made the determination no, you
20 cannot come back for five years. This is very
21 serious for us, because this is community
22 economic development not deterioration.

23 So, what you should expect to see is
24 a full plan in place before we open our doors

1 that we'd like to vet with you so that we can
2 be partners in responsible gaming in the
3 Commonwealth. With that I'm going to turn it
4 over to --

5 CHAIRMAN CROSBY: Kevin, excuse me.
6 I wanted to see, first of all, if anybody else
7 had any questions and I do.

8 This is are that is very important
9 to us. I'm not sure. What I'm asking has
10 maybe as much to do with the tribal authority
11 or commission as you, I'm not sure. But we
12 have -- I think you're right. Under the
13 compact, the tribal casino would be
14 contributing to our Public Health Trust Fund
15 which is focused on and committed to research
16 and problem gaming which is great. That was a
17 great concession that the Tribe made or an
18 agreement that the Tribe made in negotiations
19 over the compact.

20 We have a lot responsible gaming
21 programs, which require regional cooperation or
22 statewide cooperation. We're starting a brand-
23 new product called GameSense for example. All
24 of our casinos will be participating in the

1 GameSense program, participating in the
2 branding of the GameSense program.

3 Similarly, with our voluntary self-
4 exclusion, we have some regional as well as
5 statewide initiatives going on how to modify
6 and upgrade the voluntary self-exclusion. As
7 you may or may not know, we will be launching
8 within the next couple of months for the first
9 time in the United States a play management
10 system where a casino slots player will have an
11 opportunity, a voluntary opportunity to budget
12 their losses for a day or a week or a month.
13 And then the machine would work with them to
14 encourage them to stick with their budget,
15 although if they care to exceed their budget
16 that's up to them. They can do it.

17 Those are all programs that we will
18 be managing all across the Commonwealth. And
19 it would be great if the Tribe were willing to
20 work with us on those, because obviously there
21 is a tremendous diseconomy of effectiveness,
22 never mind finance if you're marketing one set
23 of programs and other folks are marketing
24 another set of programs. So, I wonder if you

1 all had a chance to think about that or can
2 speak to it now.

3 MR. JONES: I walked over here,
4 stand next to the gaming authority. This is
5 the Tribe's project. Just as you have a solemn
6 duty to try to get this industry up and going
7 in a responsible fashion, the folks that you
8 see here Yvonne, the treasurer, Dan, Bobby, the
9 Chairman, as supported by the tribal council, I
10 don't want answer for them. But I will hand
11 the mic to the tribal council, the Chairman who
12 is the head of the tribal council to respond to
13 whether or not they are willing to participate
14 in a responsible gaming with the Commission.

15 CHAIRMAN CROMWELL: Chairman Crosby,
16 obviously responsible gaming is so important to
17 us. So, that was all part of the spirit and
18 intent within the manufacturing of the Expanded
19 Gaming Act for the Commonwealth. And
20 certainly, with § 91E as being part of that
21 bill, we are part of this. We're part of this.

22 So, I'm excited that's why we are
23 here today hosting your meeting. And
24 responsible gaming is so important to us now.

1 This is first that I'm hearing of what you're
2 saying. So, I think this is going to be one of
3 the many conversations we are going to be
4 having around this implementation that you said
5 is first in the country.

6 Obviously, we've got the expert
7 gaming team in the entire planet, Genting
8 Group, with their slot management team that's
9 so powerful that's able to perform very well.
10 So, we've got to look at number one, our buys
11 in the slot arena, whether it's IGT whatever
12 that vendor may be. And then how does that
13 system that you're talking about that we're
14 just hearing about today integrate with those
15 systems.

16 So, yes, we want to be involved in
17 responsible gaming. Yes, we will be. But
18 hearing about it today, we need to talk more
19 about it and understand how that integrates
20 within our systems. I'm sure this going to be
21 the first of many of those conversations as we
22 collaborate, cooperate and work together and
23 build that responsible gaming infrastructure.

24 CHAIRMAN CROSBY: I fully get that

1 this is news to you. So, I fully understand
2 that. Since you are on the schedule you are
3 on, this would be something that we would need
4 to discuss and consider the possibility in
5 collaboration ASAP. Who would be our contact
6 person for following up on those conversations?

7 CHAIRMAN CROMWELL: We've got a
8 gaming commission, Mitch Hrdlicka, if you could
9 come forward. Mitch Hrdlicka is the director
10 here on the ground. Currently, our chairman is
11 Bob Cloud. I believe that Mitch has interfaced
12 with your Gaming Commission already as well as
13 Rebekah Salguero. Rebekah, come forward,
14 please. So, I believe also Arlinda, you've
15 been involved in meeting with the Gaming
16 Commission as well.

17 So, those meetings will continue.
18 And what we've got to hear about is your plan
19 around this implementation and how it
20 integrates into the systems. So that we can
21 understand how we can work with it to implement
22 it. So, I will turn it over to Mitch. Mitch,
23 you've got background in responsible gaming.
24 Can you speak to that?

1 MR. HRDLICKA: My name is Mitch
2 Hrdlicka. I'm the director of background and
3 licensing for the gaming -- the tribal gaming
4 commission. There's a big distinction as you
5 folks are well aware of between tribal gaming
6 and the state gaming.

7 We have an obligation as a result of
8 the compact to engage in responsible gaming.

9 And for people who have difficulties
10 with gaming there is exclusion processes. The
11 casino can exclude people. They can be self-
12 excluded if they so desire. I've even seen
13 people who have self-excluded and then came in
14 with disguises on so they can continue to
15 gamble.

16 That's all part of work that you do
17 with the security department of the casino,
18 with the surveillance department and with the
19 compliance department. You all work together
20 in concert to keep those kind of people from
21 further damage to themselves and their families
22 unfortunately. We do as a result of the
23 compact have an obligation to help in that
24 arena.

1 And I'd be more than happy to
2 discuss any kind program you folks have or
3 something that you have in place now where we
4 can all do that come to an agreement, have one
5 type of system because I think that works
6 better when we all work together than have
7 different programs. But there's a variety of
8 things out there. The ones you are talking
9 about specifically, I'm not aware of.

10 CHAIRMAN CROSBY: That would be
11 great. Thank you.

12 MS. SALGUERO: Good afternoon,
13 Chairman. I have met several times with your
14 staff. Thank you so much for us cooperating
15 with us and collaborating. We started meetings
16 last fall. We've had a very good interaction
17 and discussions with Catherine Blue and the
18 rest of your staff in the licensing department.
19 And it's been a very good opportunity to get
20 the process started.

21 Just to reiterate, the first that
22 we're hearing about it, but not only is it a
23 compact requirement, in all good-faith the
24 Tribe wants to handle this issue and make sure

1 it's doing the right thing. So, of course we
2 would discuss it further and go back to the
3 Tribe and make a final decision.

4 CHAIRMAN CROMWELL: Absolutely. And
5 one last comment.

6 MR. FOSTER: Thank you, Mr.
7 Chairman. Good afternoon, Chairman Crosby and
8 Commissioners. Walter Foster, as you know, one
9 of the attorneys for the Tribe where we are
10 working very diligently directly with the
11 Commission staff on all of the aspects of the
12 compact. And we will continue those dialogues
13 that we've begun and kind of speed up the
14 addressment of the problem gaming and the
15 programs and collaboration on that.

16 CHAIRMAN CROMWELL: Thank you, team.
17 And thank you Chairman Crosby for the question,
18 very important around responsible gaming. It's
19 a collaborative cooperative effort based on law
20 that we've established together with the
21 Commonwealth. We want to be just as
22 responsible as your commission is to ensure we
23 protect the safety of the people that may have
24 those problems or challenges.

1 MR. JONES: Thank you, Chairman.
2 So, it was important for us to get up as many
3 people as we could because developing and
4 designing the project is one that the Tribe
5 could do on its own to get to this phase of
6 having a turnkey ready development. But
7 dealing with something like responsible gaming
8 is something that the Tribe cannot and as
9 you've heard, will not do on its own.

10 The Tribe is very much invested in
11 ensuring the fact that there is a collaborative
12 relationship amongst the gaming commissions and
13 between the Tribe and the Commonwealth to
14 ensure that this industry that you're growing
15 here in the Commonwealth is a responsible one
16 that promotes social benefits.

17 And on top of that you've heard from
18 Genting as an operator on behalf of the Tribe,
19 one of the things that we learned across the
20 world is that it is not an economic detriment
21 to a gaming facility to have a robust problem
22 gaming and responsible gaming program. In
23 fact, our facilities produce just as well if
24 not better when you approach this in a

1 responsible fashion.

2 That being said I'm going to turn it
3 over for one of the remaining elephants in the
4 room for a litigation update.

5 MS. LOCKLEAR: Good afternoon,
6 Commission. Thank you for the opportunity to
7 speak. I'm proud to be here with the Tribe and
8 to present this project to you, which is very
9 exciting.

10 My name is Arlinda Locklear. I am
11 the attorney who worked with the Tribe on the
12 preparation toward the final decision here, the
13 record of decision that was published on
14 September 18, 2015. I'm going to be very brief
15 because this is more about the project and not
16 about the legal issues here. But just a couple
17 points I would like to make quickly.

18 First of all, the quality of the
19 decision itself. The record of the decision
20 is, as you have seen, a very thorough analysis
21 of all of the legal and historical issues that
22 the department must address to make the
23 decision on taking this land into trust. That
24 decision was not made lightly.

1 That decision is the result of three
2 years of close and careful deliberations by
3 both the Department of the Interior lawyers,
4 known as Solicitor's office, and Department of
5 Justice lawyers. The Department of Justice
6 contemplated that there may be litigation on
7 this. In anticipation of that possibility, but
8 those two agencies worked closely together to
9 address every single legal issue and historical
10 argument that had to be addressed as the
11 foundation of that decision.

12 That's important because once an
13 agency does that and then the United States is
14 sued upon that agency decision, of course it's
15 a fundamental principle of administrative law
16 that the agency's analysis of those issues is
17 entitled to deference by the court. That's
18 important because that issue is overlooked by
19 those who complain about the ROD and see
20 problems with it, which we don't anticipate at
21 all. We are fully confident in the Department
22 of Justice to defend this ROD.

23 Finally, let me make a point about
24 the legal analysis that was done by Nixon and

1 Peabody law firm presented to the Commission,
2 which is part of your record in November of
3 last year.

4 Their analysis, which is very brief
5 and very high level, we believe is
6 fundamentally flawed. It has a lot of errors
7 in it. But the most fundamental one is that
8 they failed to take into account the deference
9 that would be paid by the federal court in
10 Boston to the agency's analysis of the very
11 issues that they raise in their complaint that
12 was filed in February.

13 Every single allegation made both on
14 the law and the facts is addressed at length in
15 the ROD. Because that analysis is entitled to
16 deference by the federal court, we are very
17 confident in the Department of Justice's
18 ability to defend that decision.

19 Finally, let me say the fact that
20 that lawsuit has been filed affects none of
21 this. That lawsuit proceeds and will fail we
22 believe at the end of the day without regard to
23 the plans that you've seen discussed today.

24 That litigation must meet not only

1 the very high standard on the merits, but there
2 is nothing in that litigation that even asks
3 the court to enjoin any of this project. Even
4 in cases like this in other cases where similar
5 plaintiffs have sought such injunctive relief,
6 it's been denied every single time.

7 So, we're fairly confident that not
8 only will they fail at the end of the day, they
9 will not be able to stop this project going
10 forward. The project is ready to go. It has
11 full funding and we think it's going to happen.
12 Thank you.

13 COMMISSIONER MACDONALD: I have a
14 question with regard to the litigation status.
15 You made the point Ms. Locklear that the
16 challenge by Nixon Peabody attorneys ignore the
17 deference, which is typically given to
18 administrative agencies when confronted with
19 ambiguous statutory terms. But isn't that
20 exactly what didn't happen in 2009 when the
21 Narragansetts' land in trust decision was
22 vacated by the Supreme Court?

23 MS. LOCKLEAR: That case involved
24 different language. It involved a provision of

1 § 479, which is the same general provision that
2 defines Indians eligible under the Indian
3 Reorganization Act. However, that language,
4 the word that was the subject of that decision
5 is the word now.

6 The question was whether now meant
7 as of passage of the Act or as of the date that
8 the application -- the trust applicant was
9 made. And the Supreme Court said now is pretty
10 plain. Now means now and they did not consider
11 that to be an ambiguous term.

12 However, when you look at the entire
13 categories of eligibility, which the Department
14 of Interior has done since then, the Department
15 has concluded that the entire section itself
16 that defines which categories of Indian are
17 eligible outside of that word now, how you
18 interpret those standards is indeed ambiguous.

19 And every court that has reviewed
20 those decisions so far has agreed with the
21 department. The most recent being the Cowlitz
22 decision where district court last fall or
23 actually it was December a year ago the
24 district court concluded that the category

1 itself to which now refers is ambiguous and as
2 a result the court deferred to the Department's
3 interpretation of it.

4 In our case, the Department --

5 COMMISSIONER MACDONALD: What as
6 that decision you're referring to?

7 MS. LOCKLEAR: Cowlitz, spelled C-O-
8 W-L-I-T-Z is a decision in the District of
9 Columbia district court. It's now on appeal.

10 COMMISSIONER MACDONALD: Right. But
11 isn't it a fact before the 2009 decision that
12 there was unanimity then amongst the lower
13 courts as to the meaning of now. And that was
14 consistent with the interpretation of the
15 Solicitor's office but that didn't prevent
16 Justice Thomas to say now means now, namely
17 1934. Don't you anticipate that there is a
18 risk that under the second category where the
19 operative term is such that the Supreme Court
20 applying the plain meaning rule means such
21 means the preceding phrase which goes back to
22 the basis of the 2009 decision vacating the
23 Narragansetts' land in trust?

24 MS. LOCKLEAR: I will agree with you

1 that all of us were surprised by the 2009
2 decision of Carcieri. They did, the Supreme
3 Court in that case did reverse 75 years of
4 administrative practice.

5 But the question we think is a
6 little different when in terms of the statutory
7 construction question as it applies to Mashpee.
8 And the reason is if you take the language --
9 the interpretation of the language as the
10 plaintiffs do in the litigation it basically
11 reads out that entire second category as
12 surplus words. It has no meaning in the
13 language in the statute at all. As you are
14 aware, courts are very reluctant to reach that
15 conclusion.

16 So, that really does indicate that
17 unlike the meaning of the word now, we have an
18 ambiguous situation where under one reading you
19 agree with the Department of Interior. Under
20 the other reading, if you agree with the
21 plaintiffs, then that second category is
22 basically read out of the statute.

23 That creates an ambiguity that we
24 think will oblige the court to defer to the

1 Department's conclusion to give it real
2 meaning.

3 COMMISSIONER MACDONALD: One final
4 question. And I am aware that there was this
5 second category that was not involved in the
6 2009 decision, but just as a general matter, is
7 there any significant difference between the
8 relationship of the Mashpee Wampanoag Tribe to
9 the federal authorities than was present with
10 the Narragansett Tribe's historical
11 relationship with the federal Bureau of Indian
12 Affairs and the Department of Interior?

13 MS. LOCKLEAR: The quality of the
14 relationship between the federal government and
15 every one of the 567 now federally recognized
16 tribes is different. There are some parallels
17 with Eastern tribes that don't exist in the
18 Western tribes, but you can't really compare
19 the two.

20 The key that's important here and
21 what makes Mashpee so unique is its close and
22 long-term attachment to this land. And it's
23 the existence of that continuous land base that
24 convinced the Department that this one is

1 unique, and thereby qualifies them for the
2 second category. That doesn't happen very
3 often.

4 COMMISSIONER MACDONALD: But didn't
5 the Narragansett have an equally long
6 attachment relationship with their land?

7 MS. LOCKLEAR: They did indeed. But
8 if you look at the difference between the
9 recognition decisions of Narragansett and
10 Mashpee, the history is similar in terms of
11 land loss. But what's unique about the Mashpee
12 is they stayed here and continued to govern the
13 land so that as a legal and practical matter
14 the status of this land never changed.

15 And I think that's what makes the
16 Mashpee history so unique, and really why the
17 Department felt so comfortable using that
18 category of eligibility for Mashpee because
19 that history is so unique. It doesn't happen
20 very often, but it happened here. And that
21 makes this really susceptible to that category
22 and most appropriate.

23 COMMISSIONER MACDONALD: Thank you.

24 MS. LOCKLEAR: You're welcome. Any

1 other questions?

2 MR. JONES: Thank you, Arlinda. So,
3 now we're going to bring it to a close. You've
4 gotten a wealth of information. You just heard
5 the litigation update.

6 I know a lot has been said about
7 what the impact is -- what the impact of that
8 litigation is on Genting's commitment to this
9 particular project, zero. We are moving
10 forward with groundbreaking because there is
11 also zero precedents for any project at this
12 stage being somehow derailed.

13 We've committed. We're going to
14 continue to commit. We're moving forward.
15 They have land in trust. That being said, I'm
16 going to quickly go to the summary slide so
17 that everybody in the room can read it, see it,
18 and make sure we hit each one.

19 The Mashpee Tribe is a federally
20 recognized tribe. I do one point of
21 correction. I said multiple times that this is
22 something that's been in the making 2000 years.
23 It's because it's hard for me to wrap my head
24 around the fact that we're actually talking

1 about 12,000 years. I just can't even begin to
2 wrap my head around that. But that's how far
3 back the Tribe's roots go.

4 That being said, you've seen, you've
5 heard this is a world-class team of developers,
6 consultants and managers. And the whole entire
7 focus is on a long-term legacy project that
8 from day one is best in class.

9 The design and plans, everything
10 that you've seen, the construction documents
11 that you have here before you, to reiterate,
12 100 percent complete. These are not pretty
13 pictures. It's not just for a first phase or a
14 second phase. This is for the master plan 100
15 percent complete construction documents and
16 over \$20 million investment.

17 And lastly, you hear a lot of
18 passion, a lot of passion from the Genting side
19 and obviously a lot of passion from the Tribe's
20 side. That's because whether you look at it
21 from a number's perspective or whether you look
22 at it just from the general perspective of
23 being a part of history. The Tribe that
24 welcomed the Mayflower being a part of history,

1 however you look at this, this is in fact the
2 best most viable, most dynamic vehicle to get
3 the gaming industry started here in the
4 Commonwealth of Massachusetts.

5 And as we do it, you can expect full
6 collaboration and a partnership with the
7 Mashpee Wampanoag Tribe, it's tribal council,
8 it's gaming authority and its gaming
9 commission.

10 What we're going to do now going to
11 turn it over to Paul Steelman, the world
12 renowned architect Steelman Partners to now
13 give you a tour, give you a tour of what it is
14 we've been talking about for hours now.

15 MR. STEELMAN: Hello, everyone. I'm
16 the last speaker. My name is Paul Steelman, as
17 everybody said. I'm very blessed to be here
18 today. I'm absolutely pleased to show you our
19 project here at what I would consider this
20 historic day in Massachusetts gaming history.

21 When I was approached to do this
22 project, I had a lot of great things that
23 really aligned for us to take it on. And we're
24 very pleased. Number one we have historically

1 America's first citizens, this Tribe that does
2 hold a unique place in American history to
3 actually design this around.

4 And we weren't actually going to try
5 to copy anything. We were going to create
6 something unique on the basis of this
7 historical appeal. We had a very, very unique
8 relationship with Genting and its chairman, KT
9 Lim.

10 You know I hate to say it now, but
11 over 35 years ago I met Steve Wynn. Steve Wynn
12 liked one of my sketches. And I stand here
13 today 3000 projects later and 400 employees in
14 six offices all over the world as being one of
15 the dominant casino architects of the world.
16 And Steve is still considered one of my
17 friends. Steve actually called me about the
18 Boston project that he's working on because we
19 had had -- we had designed a casino with a very
20 tall ceiling and he wanted me to ask me about.

21 But in working with Steve I came to
22 understand what great men do, what our
23 entrepreneurs, what our mavericks of this
24 industry do. The mavericks of this industry

1 are truly unique guys. And KT Lim is that guy.
2 And I know it. KT Lim is a dreamer. He is a
3 visionary pioneer.

4 When the chairman of PAGCOR, which
5 is the Philippine Amusement Corporation, a
6 board similar to yours visited all the casinos
7 in the world, he came back to me when I was
8 doing the master plan. And he said Paul, we
9 want Sentosa. That's what we want.

10 Using KT Lim and in Genting, we have
11 the ability to do many tandem based activities.
12 And tandem based activities are in fact what
13 drives gaming revenue. We were really pleased
14 that in fact we could work with this maverick
15 on this historic piece of property with this
16 historic owner to in fact create something new,
17 something unique on the basis of this history.

18 Then I went to look at the site.
19 And there's nothing that makes my heart beat
20 faster as a casino architect than when you have
21 a site on a freeway. I love it. It's much
22 better than a beach for us.

23 And we thought that the site here
24 was absolutely spectacular. When we started to

1 lay it out, we talked to the Chairman and we
2 said Mr. Chairman, casinos are developed in
3 phases, every one.

4 I was telling one of the
5 Commissioners that I did Harrah's Rincon and we
6 programmed 10 phases. All 10 are built and the
7 place is tremendously successful. That enabled
8 us, this piece of property along with our
9 master plan enabled us to build it in some very
10 logical phases.

11 Casinos are changed every seven
12 years. That's an amazing renovation. Because
13 if you go to Las Vegas, many of you get lost
14 walking through our casinos because we change
15 them so much. We are always creating something
16 new for people to revisit and come back to this
17 place over and over again.

18 The exteriors of the buildings gets
19 you in once, but the interiors make you come
20 back again and again. One of the greatest
21 compliments I got was some of those look like
22 Wynn. And we do take our interior design just
23 as seriously Steve Wynn and so does KT Lim.

24 He believes that this interior

1 design is really important to the overall
2 customer so that they develop this.

3 The last thing the Chairman gave me
4 the opportunity to do was to design the most
5 successful casino in Massachusetts. And we are
6 proud that we designed the Sands in Macau and
7 it paid for itself in 10 days. And we're very
8 proud that whenever we are at the top of the
9 market and I think and I know with this team,
10 with these drawings, with this building, with
11 this owner that we will have the most
12 successful casino in Massachusetts.

13 So, today I'm going to give you a
14 little run through. A sheriff ambassador has
15 already turned down the lights. And I'll do a
16 little narration. I think it's about five or
17 six minutes.

18 It's an aerial view looking at over
19 the intersection with the two hotel towers.
20 The hotel towers will have its own porte
21 cochere. Its own porte cochere that in fact
22 will make hotels accessible by almost anyone.
23 Mr. soundman a little bit lower. Thank you.

24 And you can see that there's a large

1 casino porte cochere and the bridge is
2 connected to the major parking garage of which
3 80 percent of the people will park. The
4 parking garage will be strategized to have VIP
5 parking as well as self-parking and even some
6 of the premier employees will park there.

7 The hotel lobby will have its own
8 spectacular look. And of course the building
9 is done in two halves so that the second
10 building could be a lot larger because we all
11 know that hotels need to grow with the casino
12 business.

13 The great lobby featuring those two
14 fantastic turtles, a zone in between the
15 entries that allow people to enter with their
16 families, with the children unencumbered by
17 gaming. And of course I love those little
18 turtles. The sunrise lobby is how you enter,
19 how 80 percent of all of the people who enter
20 this building. It's a voluminous space,
21 absolutely gorgeous.

22 The herring lobby comes from the
23 back which will eventually connect to the
24 waterpark. And of course the casino has light,

1 bright and happy finishes almost as if it was a
2 happy day, a beautiful sunny day her. Of
3 course, we always want it to be a sunny day in
4 the casino even on a day like today.

5 Of course, every single casino has
6 accessory gaming such as this the poker room.
7 Although not a tremendous generator, but a
8 tremendous generator of traffic. Of course,
9 Genting is famous for some of the most
10 incredible high-limit gaming areas in the world
11 that are designed for Asians and Americans
12 alike. This will be no exception.

13 This will be the finest high-limit
14 gaming rooms in Massachusetts. I guarantee it.
15 They are fully accompanied by tandem based
16 activities. This is the high-limit gaming
17 rooms of the slot machines. Of course, the bar
18 360 plays a prominent part in all of Genting's
19 projects as Michael said where the energy and
20 activity is featured in the middle of the
21 building.

22 Of course, I've eaten my way through
23 most of the buffets in Las Vegas. So, there
24 has to be an incredible buffet at this

1 particular location of this will be.

2 KT Lim and Genting were insistent on
3 the buffet and the food courts and many of the
4 restaurants being accessible outside of the
5 casino district so everyone could participate.
6 Of course, these attractions are going to be
7 incredible.

8 Casinos are designed nowadays to
9 capture the memories of your lives, to post it
10 on Facebook, to post it on these various social
11 services. That's what we've done by placing
12 all of these attractions, home based, homegrown
13 in this area that everyone will broadcast. Who
14 will not take a selfie with the whale tail? I
15 will for sure.

16 Of course, the food court is
17 important. And it plays a prominent role in
18 this particular building. Of course, our
19 building is successful partially mostly by
20 retail corridors and the like that in fact can
21 be housed, retail, consumable-based products
22 and restaurants outside of the casino
23 districts.

24 Of course we've got a fantastic

1 pool. I designed the pool at Harrah's. It
2 became the sixth most incredible entertainment
3 spot. If anybody wants to look it up the Pool
4 After Dark, we are going to do the same here.

5 Of course, the hotel is a beautiful
6 hotel. As Michael said, there are about 400
7 square-foot guestrooms. Each one with a
8 tremendous view overlooking the forest that
9 kind of separates the freeway from this site,
10 which we love that forest. That's why we moved
11 the towers to that direction.

12 Of course, KT Lim and Genting have
13 built more hotel rooms I think than almost
14 anyone. And they are experts in creating two-
15 bay, three-bay suites that high rollers and
16 high-limit gamers really do enjoy. Here's the
17 top bay in the first phase hotel of a three-bay
18 suite.

19 All of these have the look of the
20 place. People have an expectation whenever
21 they visit a casino. And when they visit a
22 casino, their expectation needs to be met.
23 They cannot walk into a building look left.
24 look right and say I've seen it all. Casino

1 architecture is judged in five minutes not in
2 50 years. This in fact casino will be judged
3 the best in Massachusetts. And I'm sure of
4 that. Thank you very much.

5 MR. JONES: Vice Chair, if you can
6 come join us. We are going to bring the team.
7 Chairman, the Vice Chair, Mayor Hoye, Jason,
8 we're flanking the tribal council that I also
9 invite, tribal council, gaming authority.
10 Because I want you to see the team that this is
11 built on.

12 Also Jeff Hartman who hasn't gotten
13 -- come on Jeff, the rest of the Genting team,
14 come on everybody. Dominic even you. Whether
15 it's the lights on our side, Mike Speelman for
16 40 years of experience, 25 here just in the
17 Northeast. Or with consultants like Jeff
18 Hartman who spent 16 years as CFO at Mohegan.
19 We know this market. Whether it's the
20 assistance -- You see Mark Forrest back here
21 shuffling people, but the Delahunt Group and
22 Mark's work in terms of pulling all this
23 together on the PR side and the political
24 standpoint, making sure all of the wheels are

1 moving, makings sure we are addressing
2 everything that needs to be addressed.

3 Of course, the Tribe. This is the
4 Tribe's project. It's the people standing.
5 It's the people in the bleachers. It's the
6 city council members.

7 This has the strong support of more
8 than enough people to make it the best in class
9 development in the Commonwealth and to make it
10 something that is a legacy project. With that
11 I turn it over to the Chairman.

12 CHAIRMAN CROMWELL: Thank you. I
13 have goosebumps. When I turn around and I just
14 looked at everybody. And there still are
15 others that aren't here. I just want to say
16 thank you to each and every one of you. Thank
17 you. This is what a team that works as a
18 family, because we fight, we argue, we
19 disagree. But it's a team that works as a
20 family. This is First Light Resort and Casino
21 being built in the great city of Taunton,
22 Massachusetts.

23 First of all, Chairman Crosby and
24 Commissioners first of all I want to say thank

1 you personally. Put your hands together for
2 the Massachusetts Gaming Commission. I have a
3 great deal of respect for all of you because I
4 understand the challenges/opportunities that
5 you have at your hand and foot to work towards
6 to make the landscape of gaming in the
7 Commonwealth an effective efficient and the
8 best, the best in the United States. That's
9 what we shoot for and that's what I believe
10 you're shooting for.

11 So, I am very, very pleased to work
12 with you. I have a lot of respect for you. I
13 speak from a lot of passion. I speak from a
14 lot of passion, 400 years of challenges that my
15 people have gone through, obstacles. You name
16 them, having land, land taken from our people.
17 Now we're growing back as a sovereign nation.

18 When I opened up towards the
19 Commissioners earlier, it wasn't to beat you up
20 or attack you. It was just to state the case
21 of opposition and from a passionate, very
22 respectful position speak to you in that way.

23 So, please accept any apologies that
24 I may have for you that if I offended you.

1 That wasn't what I was trying to do. I was
2 trying to excite you. I was trying to keep you
3 awake during the process. And also share with
4 you the passion that we go through every day to
5 continue as a people, people of the first
6 light.

7 So, we respect your jobs, your
8 roles. We look forward to having a great
9 working relationship with you. And looking at
10 the slides, we have a lot of concluding points
11 around our world-class architect, our world-
12 class developer, our tribal council, the city
13 council, the legislative team, the development
14 team, our gaming authority, our tribal elders,
15 our clan mothers out there, our chief, our
16 community. We believe that we with you are
17 community. We are so blessed that you would
18 allow us to be your host, to host your public
19 Mass. Gaming Commission meeting here at the
20 Mashpee Wampanoag Tribe Community and
21 Government Center on our tribal federal land.

22 So, again thank you to you all. We
23 really appreciate the time that we've spent.
24 We hope that it you have any questions for us,

1 we're willing to answer them. But most
2 importantly, we look forward to breaking ground
3 next month and also looking to have just a fun,
4 exciting, rewarding working relationship with
5 you.

6 I want to really commend the Mass.
7 Gaming Commission on the work you are doing.
8 And this is our team. And from our team to
9 you, thank you.

10 CHAIRMAN CROSBY: Thank you very
11 much Chairman Cromwell. Thank you to all of
12 you, the members of the Tribe. Thank you again
13 for inviting us onto your sovereign land. We
14 appreciate it. This has been a fascinating and
15 interesting and important presentation.

16 I think we will probably call it a
17 day. Do I have a motion to adjourn?

18 COMMISSIONER ZUNIGA: So moved.

19 CHAIRMAN CROSBY: All in favor, aye.

20 COMMISSIONER MACDONALD: Aye.

21 COMMISSIONER CAMERON: Aye.

22 COMMISSIONER ZUNIGA: Aye.

23 COMMISSIONER STEBBINS: Aye.

24 CHAIRMAN CROSBY: The ayes have it

1 unanimously. Thank you all very much.

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(Meeting adjourned at 5:17 p.m.)

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1 ATTACHMENTS:

- 2 1. Massachusetts Gaming Commission March 15,
3 2016 Notice of Meeting and Agenda
4

5
6 GUEST SPEAKERS:

7 MASHPEE WAMPANOAG TRIBE:

8 Chairman Cedric Cromwell

9 Vice-Chair Jessie Little Doe Baird

10 Daycia Frye, Little Miss Wampanoag

11 Abigail Peters, Mashpee Wampanoag Powwow

12 Princess

13 Mitch Hrdlicka

14 Rebekah Salguero, Esq.

15

16 The Hon. Tom Hoye, Mayor of Taunton

17 Jason Buffintgon, Taunton

18

19 Kevin C. Jones, Genting Group

20 Michael Speller, Genting Group

21 David Hewett, Epsilon Associates

22 David Matton, Howard/Stein-Hudson Associates

23 Arlinda Locklear, Esq.

24 Paul Steelman, Steelman Partners

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C E R T I F I C A T E

I, Laurie J. Jordan, an Approved Court Reporter, do hereby certify that the foregoing is a true and accurate transcript from the record of the proceedings.

I, Laurie J. Jordan, further certify that the foregoing is in compliance with the Administrative Office of the Trial Court Directive on Transcript Format.

I, Laurie J. Jordan, further certify I neither am counsel for, related to, nor employed by any of the parties to the action in which this hearing was taken and further that I am not financially nor otherwise interested in the outcome of this action.

Proceedings recorded by Verbatim means, and transcript produced from computer.

WITNESS MY HAND this 21st day of March, 2016.



LAURIE J. JORDAN
Notary Public

My Commission expires:
May 11, 2018